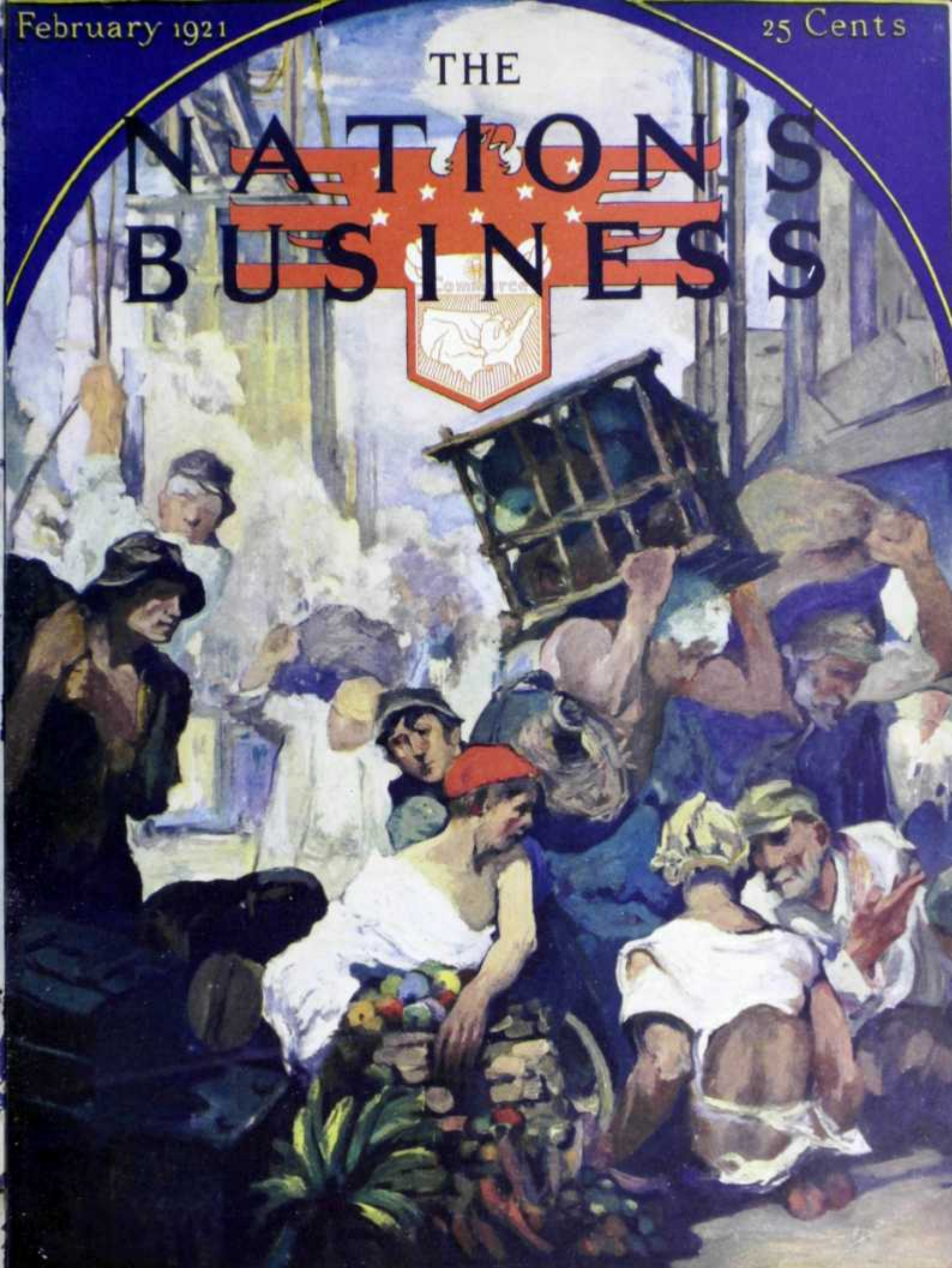
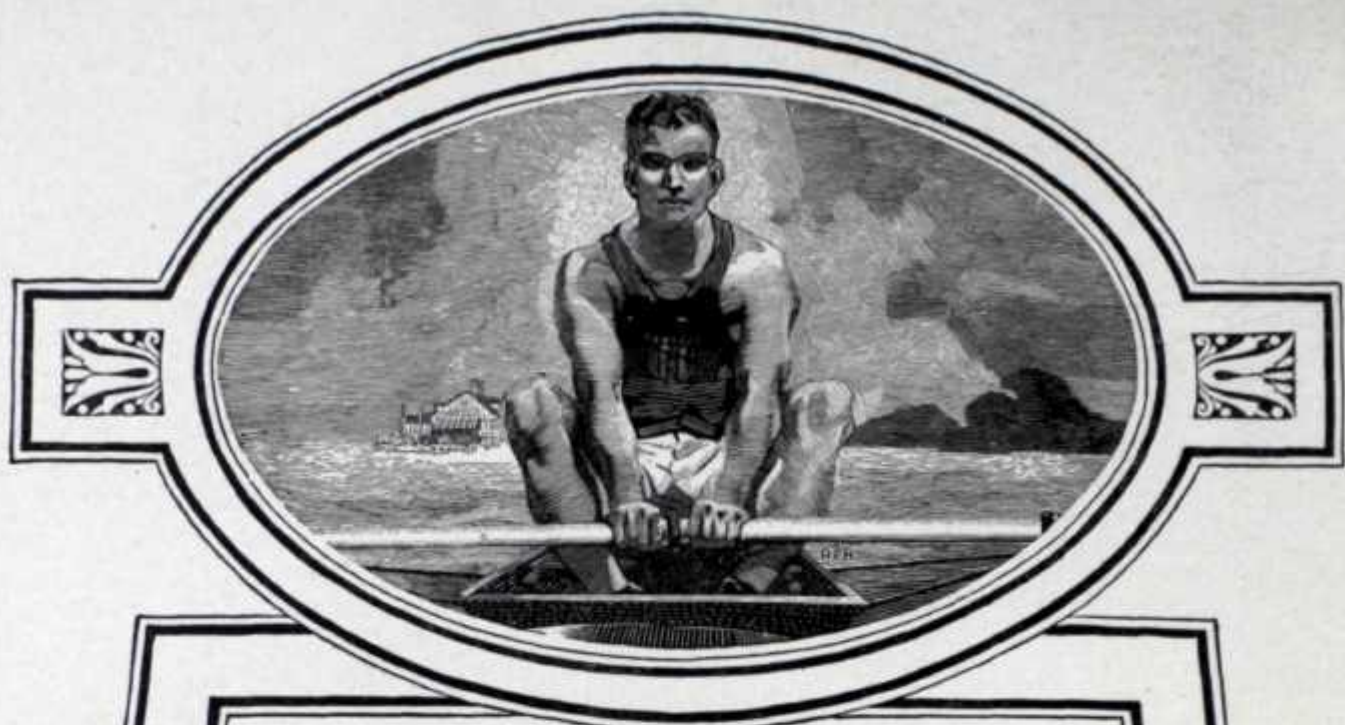


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THE NATION'S BUSINESS





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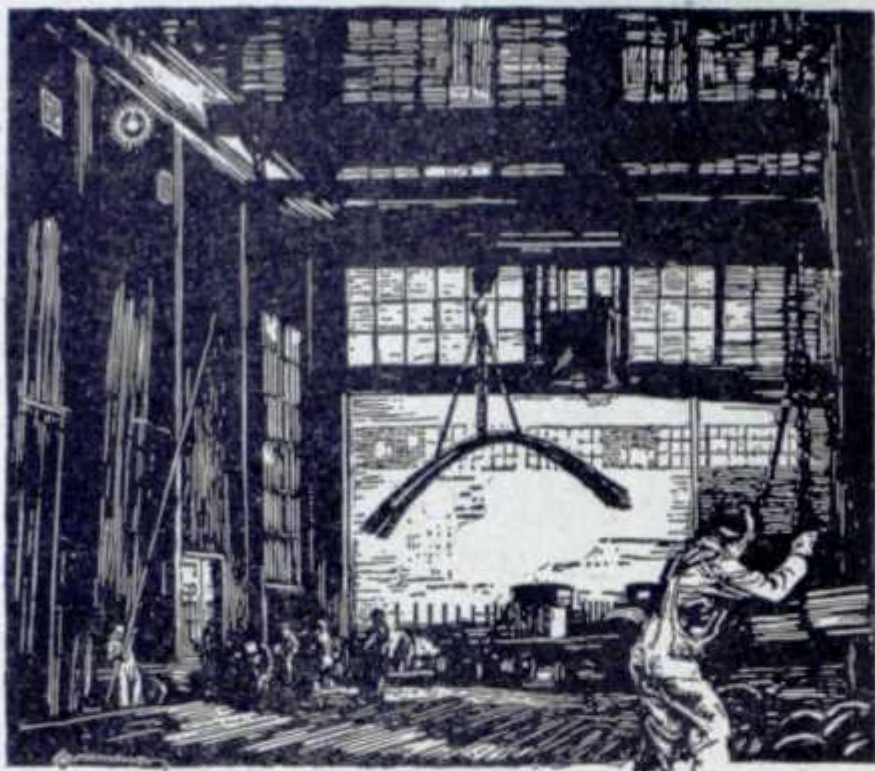
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The failures the Institute could prevent

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as reported by Bradstreet

Cause

* Incompetence	38.2%
* Inexperience	5.6
* Lack of capital	30.3
* Unwise credits	1.3
* Fraud	7.0
Failures of others	1.7
Extravagance	1.1
Neglect	1.7
Competition	1.1
Specific conditions	11.3
Speculation	.7
Total	100.0%

*These are the needless failures that a well-rounded business training would prevent.

Lack of training in the fundamentals which underlie all business makes men *incompetent*; leaves them ignorant of the experience of others; rates them as poor risks for *capital*; blinds them to the ordinary safeguards of credit extension, and exposes them to all the frauds which prey on business ignorance.

department he already knows, but to give him a working knowledge of all other departments.

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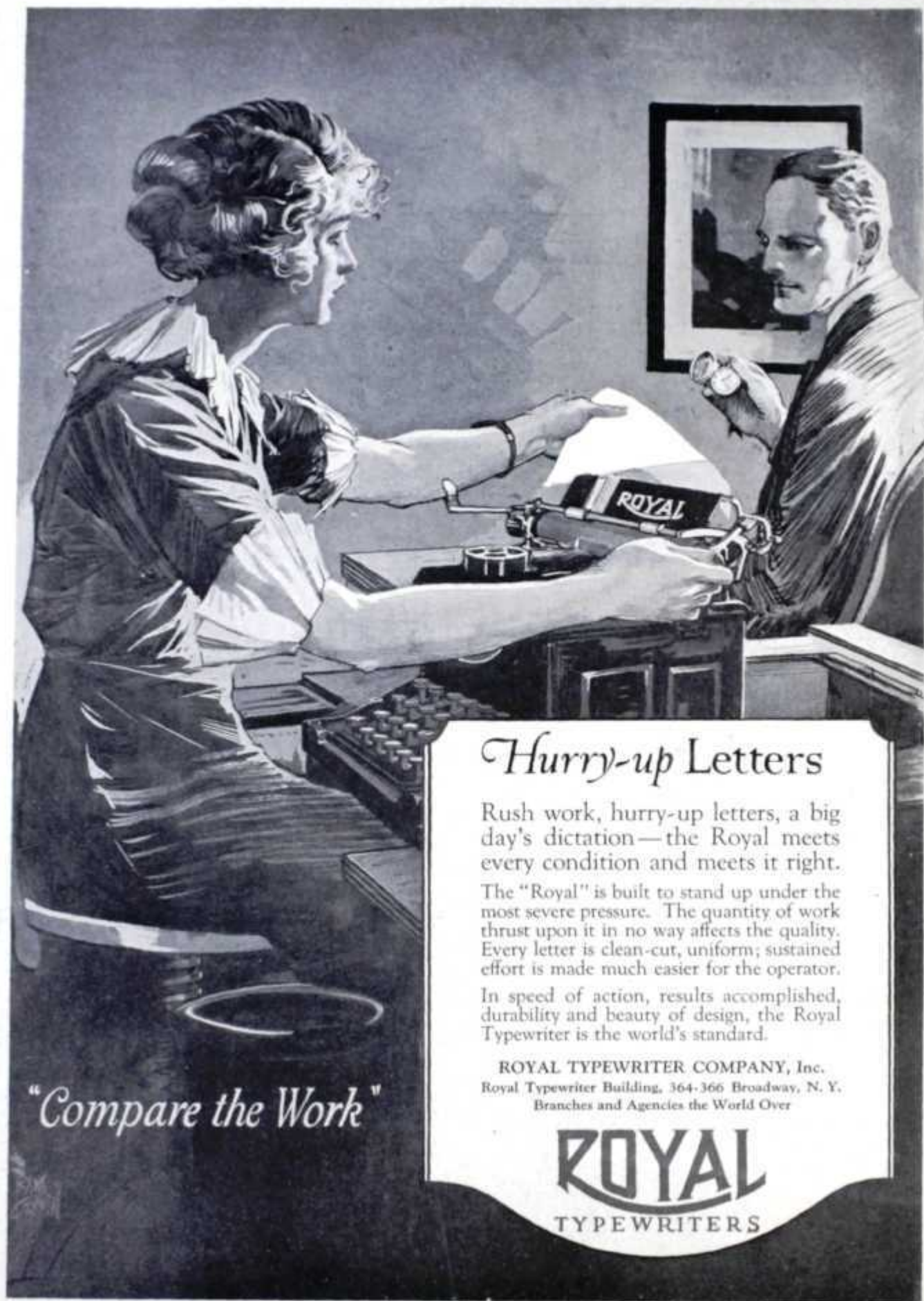
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Business Address.....

Business Position.....



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"Compare the Work"

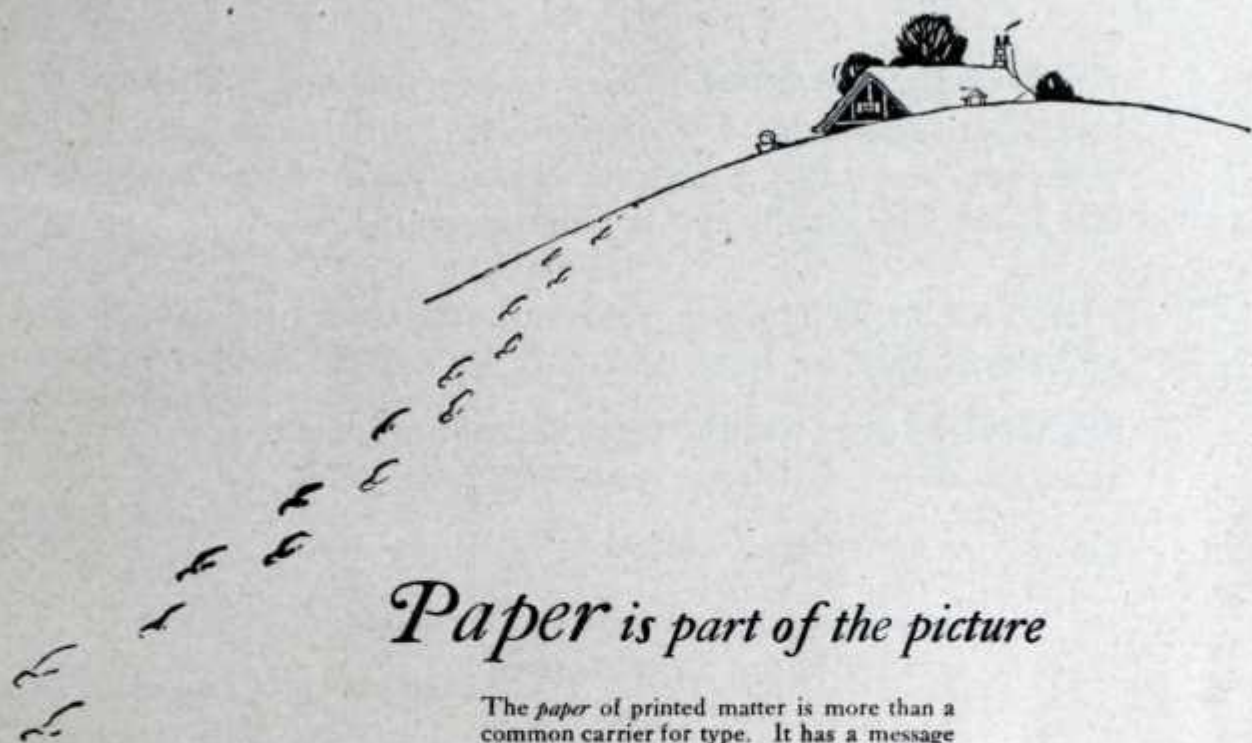
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"Knoeppel Organized Service"

52 Vanderbilt Avenue

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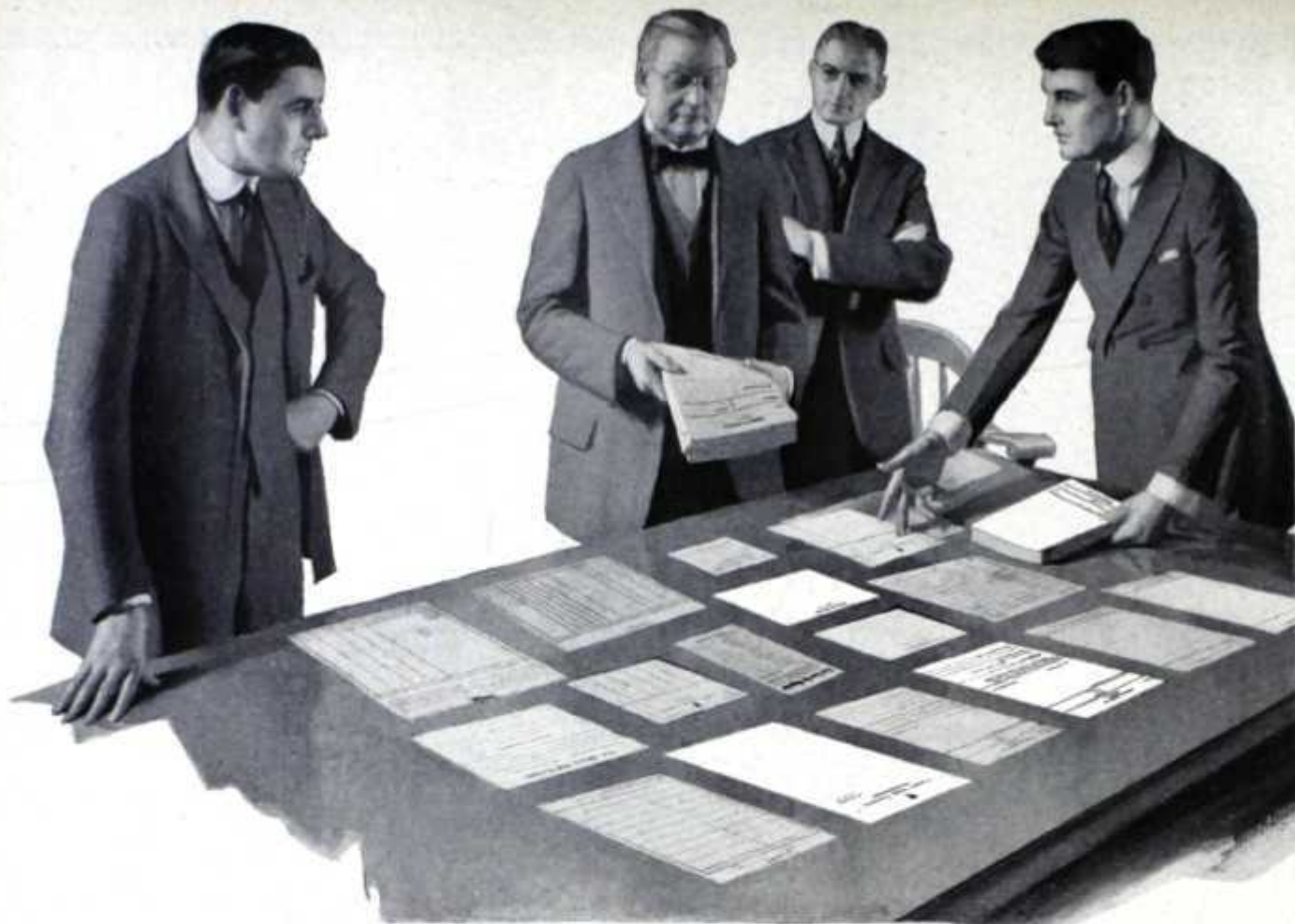
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THE NATION'S BUSINESS

A Magazine for Business Men

VOLUME 9, NUMBER 2

FEBRUARY, 1921

Protection Against Ignorance

The task of so conducting the schools that future Americans will be taught to think for themselves, demands the attention of the country's leading business minds

By CHARLES W. ELIOT

President Emeritus, Harvard University

THE OPERATIONS of the American people during the war with Germany, in trying to recruit and train quickly a large Army and Navy, and keep them fit to fight as well as any other national army or navy or better than any, brought to light many defects in the education, and the health and vigor of the population, especially, of course, among young men. The draft also revealed an amount of illiteracy and bodily incapacity among young men between twenty-one and thirty-one which surprised and mortified everybody. These bodily and mental defects were bad enough in time of war; but most persons now see that they are even worse in time of peace, through their effects on the productive industries of the country, and hence on the comfort and happiness of the entire people.

Everybody sees now that to cure and to prevent illiteracy are national interests of the liveliest sort, which ought not to be left to states or municipalities alone; so that effective steps will probably be taken to prevent illiteracy in the future by cooperative action in the National Congress, State Legislatures, and Boards of Education for states, counties, and cities or towns. Even in the Southern States, which had high percentages of illiteracy because of the scanty appropriations of public money for negro schools, improvements in the application of educational appropriations and in their amount are already discernible; and it cannot be doubted that there will ensue all over the country a greater liberality of expenditure on the free elementary and secondary schools.

If we should be forced into another war, we must not find in our Army or Navy thousands of men who cannot understand orders or communicate with their comrades. Neither do we wish to find again that a quarter part of the millions of young men drafted for the Army or Navy have bodily defects which disqualify them for service as soldiers or sailors. Furthermore, we realize that such bodily defectives are not the men needed in the industrial armies.

All business men, bankers, manufacturers, or traders, and especially all employers of

WAR TAUGHT US how great a number of our young men were ill equipped mentally and physically for even the simplest of duties. If this unpreparedness be bad in war, what of it in peace? It goes to the heart of many industrial problems.

That is a question Dr. Eliot asks and answers with a definite program for making our public school system what the fathers of the country planned it to be—the foundation on which to build a clear thinking electorate.

We are three years behind in our school building program. We lack some 20,000 teachers in the rural schools alone. But beyond the need for more buildings and more teachers lies the need for better teaching.

Could any task be more truly a part of the nation's business than that which Dr. Eliot here sets before us?—THE EDITOR.

large bodies of "hands," now realize that wage-earners in general and those "hands" in particular need to be self-directed by ready mental powers and an active good will. All parents, even the most ignorant, feel that the best thing they can do for their children is to secure for them a sensible education through as many years as the family budget can afford; but they wish the public schools to supply an education which will unquestionably enable their children to earn a good living when adults and to make serviceable citizens. Hence the educational ambition of the American people among all classes is sure to be higher in the immediate future than it has ever been before. The main question today is, therefore, how intelligently shall the efforts of the people be directed toward the satisfaction of their educational desires and needs?

The First Step

THE first step in the improvement of the American schools is the introduction of universal physical training for both boys and girls from six to eighteen years of age. The program should be comprehensive and flexible; so that the needs of different types of children and different individual pupils can be met. It should include the means of remedying defects and malformations as well

as of developing normal bodies. It should include exercises which might fairly be called drills, but many more which would properly be called games or sports. Except in extreme weather most of the exercises should be conducted in the open air. Carriage, posture, gait, rhythmical movements, and team-play should be covered. With the introduction of universal physical training should go the universal employment of physicians and nurses for incessant diagnostic and preventive work in schools of every description.

The faithful and intelligent administration of a sound program of physical training in all American schools, public and private, elementary and secondary, is so intensely a national as distinguished from a local interest, that the program should be prescribed by the national Bureau of Education, or some analogous

Bureau or Commission; and the execution of the program should be incessantly supervised by inspectors appointed and paid by the National Government. Further, the National Government might properly and wisely pay to State, County, or Municipal educational authorities, or to the Trustees or owners of private schools, a small sum (a dollar perhaps) annually for each pupil well-trained under the prescribed program for one year, as determined by the national inspectors. When universal physical training has been well carried on for twenty years, an immense improvement will be seen not only in the aspect of the population as respects posture, relation of weight to height, and muscular development, but also in their comfort, health, and productiveness at daily labor.

Universal physical training, combined with medical inspection and nursing service in all schools, will in time remedy in great measure the grave bodily defects in the population. Now for the mental defects. What are they? Can schooling remedy them?

The main defects are plain enough. Most Americans, educated or uneducated, rich or poor, young or old, except the men well-trained for the medical, the artistic, or the scientific professions, cannot see or hear

straight, make an accurate record of what they have just seen or heard, remember exactly for an hour what they suppose themselves to have seen or heard, or draw the just limited inference from premises, true or false, which they accept.

If an educated American, engaged in business or in the professions called learned, has fortunately acquired the capacity to do any of these things, the chances are that he owes his unusual power not to his school or college, or to anything in his formal education, but to his sports or other outside pursuits, or to companionship with some older person who interested him in congenial occupations, and showed him how to work hard at them, or to the discipline with which his mode of earning his livelihood provided him. As a rule, American schools have not imparted to their pupils any skill of eye, ear, or hand.

Again, twentieth century Americans, educated and uneducated alike, manifest a capacity for gregarious excitement which for the time being destroys the judgment and often leads to foolish action. This tendency is manifested in political conventions, labor union meetings, "drives" for multifarious objects, religious revivals, stock exchanges with their preposterous rumors, and public ball games. It produces long-continued screaming or howling, and other irrational demonstrations. These manifestations of bodily and mental instability in throngs have increased rapidly within the past twenty-five years, and are probably among the untoward results of the strenuous, agitated, hurrying life which most Americans have lately been living, speeded up by telegraphs, telephones, express trains, the automobile, and rapid machinery in general.

Under the excitements of the War in Europe many Americans, both men and women, have become more credulous than they used to be, particularly if the rumors or opinions which come to them fall in with their own habitual impressions and wishes. Telegraphs, telephones, and the daily press are largely responsible for this increase of irrational credulity. The newspapers are mainly filled with hastily gathered so-called news, and hastily written comments on that confused mass of guesses and assertions. Reporters, correspondents, contributors, and editors all write in haste with little chance for consideration, mostly on reports received over electric wires or through the ether from men who have no time to discriminate between facts and fancies, and have an interest in reporting at length inventions, suppositions, and gossip, whenever facts are scarce. The daily press, therefore, stimulates in millions of people the herd tendency to common emotional impulses and simultaneous action on impulses, and furnishes infinite material for eager acceptance by credulous minds.

Of course, this credulity in the human race is a very old story, as the persistent acceptance of myths and foolish tales all down the centuries abundantly illustrates; but it is an interesting observation that popular education, in the form heretofore administered, seems not to have diminished much the credulity of the masses of mankind. At any rate under conditions of world suffering and dread fatuous credulity is prevalent and highly mischievous.

During the war, wages and prices in all American industries went up with a sort of stirring whirl, which took effect over the whole country. Profits in most businesses increased in the same intoxicating way. The armistice came when extravagant expenditure had become common in all classes of American society, but most in the class of

wage-earners, who finding themselves in possession of undreamt-of incomes took to buying costly foods, clothing, furniture, and jewelry. It was again a case of gregarious irrational excitement.

The present fall in prices is another case of the same sort. Producers, consumers, and wholesale and retail dealers suddenly became alarmed and uncertain of the future; and most people ceased to buy except for pressing needs. It is the fashion to explain or interpret such multitudinous common actions and reactions by the phrase "class psychology"; but this term covers nothing more than the common mental impulse of the herd without exercise of any reasoning faculty or sober will-power.

Can education remedy such defects as these in a whole people? It cannot immediately; it can by steady work on a whole generation, if sound educational methods be employed. Let us turn to the consideration of those methods. They will be found to be comparatively new inventions, but yet not wholly untried.

The new methods depend for success on the personal force and sympathetic quality of the teacher, and his own comprehension of the methods, and therefore require a fine breed of teachers on a new scale; but they may be expressed in rules or formulae as follows:

How It Can Be Done

ENLIST the interest of every pupil in every school—public or private, elementary or secondary—in his daily tasks; in order to get from him hard, persistent, and willing work. Only through interest in work comes power of mental application, and in due course success and content in productive labor—labor which, however, can never be free from tiresome routine or from oft-repeated exertions. The too common opinion, that there is no useful training except in unattractive or repulsive subjects or practices, is just the opposite of the truth for either child or adult. In this world, stern as well as beautiful, it is quite unnecessary to invent hardness or obstacles for any human being.

Relate every lesson to something in the life of the child; so that he may see the application and usefulness of the lesson, and how it concerns him.

Teach all subjects, wherever possible, from actual objects to be accurately observed and described by the pupils themselves. Cultivate every hour in every child the power to see and describe accurately.

Make the training of the senses a prime object every day.

Teach every child to draw, model, sing, and read music. Encourage all pupils who show unusual capacity in any of these directions to develop their gifts assiduously both in and out of school hours.

Stimulate every pupil to active participation in every school exercise by looking, listening, speaking, drawing, and writing himself. Each pupil should be active, not passive, alert not dawdling, led or piloted, not driven, but always learning the value of co-operative discipline.

Teach groups of subjects together in their natural and inevitable relations. For example, teach arithmetic, algebra, and geometry together from beginning to end. Do the same for economics, government, and sociology, and for history, biography, geography, and travel. Associate reading, spelling, and composition day by day, and make sure that every child sees the object of having his own compositions correctly spelt and legibly written.

Teach chemistry, physics, biology, and geology all together every week throughout the

entire course (twelve years); because these subjects are generally found working in intimate association in most natural processes of growth, decay, creation, or extinction, and are separable only for advanced pupils who need to understand the man-made theories and imaginings which have proved serviceable guides to fruitful experimentation and research.

The weekly program should provide every pupil with frequent opportunities to describe before teacher and class something he has enjoyed seeing or reading. Occasionally the pupils who excel in accurate and vivid narration or description should have the privilege of addressing the whole school assembly.

Make sure by adequate provisions in the program that every pupil has a fair chance at the proper stage to learn, in the laboratory method, the elements of agriculture, dietetics, cooking, and hygiene, every girl to acquire also the other domestic arts, and every boy the elements of some manual trade—by preference one common in the school's locality. The instruction in hygiene should include community hygiene, or the defenses of society against the diseases and degradations consequent upon ignorance, moral debility, poverty, and vice.

To make room for the new subjects, reduce class work and the size of classes, lengthen the school day, and shorten the present summer vacation. These changes are for the benefit, physical and spiritual, of all children and all parents.

Increase individual work. Aim at variety in pupils' attainments and in rate of promotion, and therefore at frequent sortings and shiftings among the pupils. A uniform or averaged product should bring emphatic condemnation on any school.

Give every pupil abundant opportunities to judge evidence, to determine facts, and to discriminate between facts and fancies.

Use in schools such stimulating competition as both children and adults use in sports and games to increase their enjoyment of them. Keep the atmosphere of every school charged with the master sentiments of love, hope, and duty. Keep out fear and selfishness.

The schools thus planned and conducted will not be vocational or trade schools. They will not be mechanic arts schools. They will teach only subjects that every child ought to have opportunity to learn before it is sixteen years old, subjects that will serve well the child grown up, whatever its occupation. The pupils will learn to read, write, spell, and cipher much better than they do in the existing schools, and a larger proportion of the graduates will become in after life what may properly be called cultivated men and women. Best of all, the children will enjoy their school life, and prefer school-time to vacation. Later, they will help to make wiser and happier the life of the community in which they settle.

It is plain that to carry these principles into practice in all American schools from bottom to top will require many years, much more money than the people have, heretofore, been accustomed to spend on the education of the children, and much effort to train by the hundred thousand a new kind of teacher. The colleges and universities of the country should systematically urge these principles on the attention of the American public, especially the women's colleges, because an immense majority of American school teachers are women, and also because mothers generally have more to do than fathers with their children's training.

To promote schools of the sort above described will be a business-like undertaking for leading business men all over the country.

The Submissive Business Man

Perhaps he is too busy making and distributing the necessities of humanity to answer the abuse fired at him by writers and soap box orators

By E. W. HOWE

IN THE TOWN I am most familiar with I know of but ten persons who gain their living by writing for print. The population of the town is twelve thousand. I doubt if, the country over, the proportion is greater. Yet what enormous influence these writing men have in proportion to their number!

The writing men are not trained in practical affairs. Very few of them have so much as a voice in the management of the publishing houses from which their manifestoes issue. Most writers are salaried men, so with them employers are always wrong. To all intents and purposes American business men, although actually the kindest in the world and our safest and best citizens, are devoted to greed and injustice, because our writers say they are.

Writing is a trade; facility in acquiring it does not imply great ability in managing public affairs. Indeed, of all professions that of the writer possibly requires least of that practical education which comes from mingling with many people; whereas the acquirement of some other trades is a liberal education in administration. The manager of a department store, whose threshold is crossed by great numbers of people of all sorts and conditions, learns that his very existence depends on politeness and fairness. Every hour of the day he trims his own rights a little, that he may grant more to his patrons.

Bankers are naturally much more capable administrators of public affairs than writers. Bankers know people and events; that is part of their trade, being recruited from various business places where politeness and fairness are assets.

It is unfortunate that bankers do not have the influence in public affairs exercised by writers, because of their vast and necessary practical sense. But writers do not like bankers. What we greatly need is management of public affairs by our ablest men from all callings, and not the present plan of administration by writers and their creatures, the politicians.

The writers not only dislike bankers, but all business men. And we are a nation of readers. Instead of intelligently seeking remedies for our natural public ills, we look up an easy chair and an editorial for comfort.

And abuse of business is not occasional, but continuous, and not confined to writers. We have the soapbox orators who denounce business men, and make capital of the denunciation. Most of what they say is scatter-brain stuff; they have read it somewhere. And we have the small and exclusive "I-Got-Mine" club composed of men who have got rich through business methods, and who are so mean they do not want anybody else to prosper through the same agencies. They are the rich citizens who help finance our radicals, and pay for the pink tea consumed by our parlor Bolsheviks. On the soap box and in certain kinds of drawing rooms the submissive business man is the target of

firmament wrote of a packer so greedy that he ran his sausage machines too fast. A workman's finger was cut off by one of the machines, and it was not stopped: the man's finger went into sausage, and was sold for human food. This book has been translated into many languages to enlighten foreigners as to American business, and has long been a best-seller at home.

Business men have been lampooned so much they are almost ashamed of their simple, correct ambition to give good service rather than good advice. Many of them long to become writers. I know a merchant who so longed to do good in a large way that he started a weekly paper in which he abused business so cruelly and untruthfully he landed in jail, and a sacrifice sale is now going on at his store to raise money with which to get him out. Business men are often unfair to their own class. They become enthusiastic over propaganda which will cost them millions unnecessarily, and fight a street car fare of six cents, although the increase of a cent may be reasonable and necessary.

There can be nothing more vital and necessary than making a living in its various phases. And making a living is business. It was workers who discovered the importance of liberty, order, temperance and fairness. The home, the road and school were conveniences created by workers; work preceded art, literature and education. But practically everybody has a false notion of business, which is only work. One of the greatest menaces the country faces is that the untruthful writings of misguided or malicious persons, misrepresenting our conditions and institutions, are allowed to go unchallenged.

I can show you a book so popular that it has found its way to the village nickelodeons, and I believe I am the only man who has ever protested because the villain is a business man so mean that his own mother finally refuses to speak to him. The author might have easily selected a gambler or grog shop keeper for his villain, but preferred a business man; and about the worst thing this wretch does is to demand security when he lends money.

We know perfectly well who brought on the late war, with its train of unprecedented calamities, but business men permit the state-



From Punch

The making of a reformer; showing the infectious influence of oratory.

slandorous charges, and it is the very atmosphere of our most persistent "literature." A favorite jest of the writers concerns the tired business man who appreciates nothing but sin and slavery, and who goes to sleep on all forms of art and decency.

One of the brightest stars in our literary

ment to be made in print that they did it. In England it is said by the writing men that sons were willingly sacrificed in order that fathers might profit. There is no cruel, untruthful thing that does not masquerade in books, newspapers and plays as the crime of business.

Robert Grant, one of the most prominent of our writers, lately printed an article in a magazine under this heading: "The Blight that the Business Man Has Laid on American Life." And there was no protest. Indeed, business men hung their heads a little lower, and insisted a little less on the economy and intelligence they know to be necessary in public affairs.

One of the great corporations has done almost as much for agriculture as the Government itself. It was dragged before a court, and although the judges from the bench said the charges were untrue—although witnesses from hundreds of different sections swore they were not—the company was fined fifty thousand dollars. Another corporation was fined twenty-four million dollars for rebating when the question of rebating could not, by any possible twist of the imagination, be dragged into the case. It was persecution, pure and simple, to oblige the writing men.

Baiting the Business Man

ONE day several men and women wearing mourning appeared before the offices of a well-known citizen of New York. Being asked why they were solemnly walking to and fro, they replied they were mourning for the women and children this man had murdered. The man had murdered no women and children: he is actually our greatest philanthropist and business man. Of all mortal men who have ever lived, he is probably the most useful, by reason of intelligent giving to the unfortunate.

I know an employer who, according to common report, pays better average wages than any other on the face of the earth. He is also the most liberal in welfare work: in providing homes for his men, in coaxing them to buy stock in his prosperous company at a lower rate than outsiders pay. He is constantly begging his employees to be thrifty, temperate, polite and creditable citizens. Some of his workmen, in eight hours, earn sixty dollars; the most incapable of them receive \$4.60 per day, and all these are implored to improve, and earn more. Yet thousands of writers abuse and annoy this man with untruthful accusations. Books have been written to malign him, and these are favorably reviewed. Congressional and church committees are appointed to investigate him, and their reports are unfair.

I can name many newspapers that have pursued street railway companies into bankruptcy with charges so unfair that the owners of the railways might have sued the newspapers for damages, and secured verdicts even in courts saturated with prejudice against utility corporations. The people not only submit to this dangerous and expensive thing, but business men themselves do not take their own part.

A wholesale merchant told me the other day that he managed to get along with his employees, and pay his taxes, with some sort of good nature, but that committeemen calling on him every day, and demanding contributions he did not believe in, annoyed him more than any other thing with which he was called upon to deal. Other business men he knew, he declared, felt as he did, and said so privately with vigor.

Judge of my surprise when this fellow, within a week, appeared as captain of a team, and made daily reports, at a mid-day luncheon, of his collections! I know he did not believe

in the fund being collected; in his talk with me he had particularly cited it as unnecessary.

This is the attitude of business men toward public affairs. Their judgment is better than that of those in control, but the country lacks the advice of its best men because of plain cowardice. They believe it is cheaper to pay tribute than it is to fight. They hire disturbers to behave temporarily, instead of compelling them to behave permanently, as they might more easily do. It has been shown over and over that they contribute to both sides in politics, and are mistreated by both. And within a few days after such contributions are made, an investigating committee has all the facts, and gives them out to the writing men.

Our literature is laughed at abroad, but American business is applauded everywhere. Yet it is our literary men who have most to say in public affairs. Business men who have learned practical and valuable lessons owe the country the benefit of their knowledge, but it does not get it. A journeyman who has advanced to foreman, superintendent or employer has much more valuable ideas about public affairs than any other type of man. Seven-tenths of our males above the age of thirty are, in one way and another, business men. The best of these are our safest and most useful citizens, but the country is managed without their advice. A congress of business men would not always be fair with other classes and interests, but it would be fairer than the present Congress of lawyers. Business does not always give full value, but its average is higher than any other I know. A favorite charge of the writing men is that the country is ruled by business, whereas actually business does not get a square deal. When business forces a square deal, as it has been plainly invited to do, a good many foolish things that now go on will disappear.

There have been too many "drives" already, but I suggest another: Divide the country into districts, according to population, and raise five million dollars. Then turn the money over to an advertising agency to be used in the following manner:

Once a week, for a year, let there appear in every publication of real value a carefully prepared and truthful statement in defense of business and common sense generally. Within a few weeks such announcements would become features in the publications carrying them. People would read them with interest and profit. Business has a defense;

let it be presented and paid for. Business is not the rogue we have been led to believe. On the contrary, its philosophy is the truest, fairest and most important in a world of rogues. It is said many useful corporations are on the verge of bankruptcy because of unnecessary and mischievous legislation to please newspapers. If the charge is true, let it be presented in a way people will understand.

In common with most writing men I have probably spread over a great deal of paper without stating clearly what I mean. I will therefore attempt to correct the fault by briefly summarizing what I have attempted to say:

1. Business men have better ability and philosophy, and are more useful, than writers, soap box orators, politicians and statesmen;

2. We would be better off in all respects if business men would recover from their rank cowardice, and take control.

It isn't application of new and constructive principles we need. Our real need is to beat back to principles we have always known it is dangerous to neglect. And it is business men who know these safe principles best.

I never knew a great sentimentalist who had clear common sense. Somewhere he is an ass. Marx was; Rousseau was; Lenin is, whereas common sense is the first essential in the practical life of a worker. Business will starve on a diet that will fatten a writer. There can be no nonsense in a correct astronomical calculation; and, primarily, astronomy is a sailor's blue print, as common sense is the blue print of the great activity which feeds and clothes humanity, and preaches the best sermons to the young.

In the United States, particularly in recent years, we have rarely had a political leader who was not a gross sentimentalist; whatever habits of thrift, common sense and economy the people naturally have, the leaders have tried to shame out of them. Other countries have had leaders who encouraged the economy, discipline and industry necessary to every individual or organization of individuals, but our most prominent statesmen have nearly all encouraged the people in bad habits.

The advice of business men is valuable in everything because they are not sentimentalists. They have learned the simple facts of life, and neglect nothing of value. In the search for good and true things, and application of them, business leads.

Wanted: A Policy

No favoritism is wanted but industry asks assurance that the government attitude will not shift with every administration

By W. C. TEAGLE

President, Standard Oil Company of New Jersey

I HAVE been asked by the editor of THE NATION'S BUSINESS to say something about the need of government assistance for American industries wholly or in part dependent upon foreign countries in the matter of supplies and markets.

I have always maintained for the business with which I have been identified, and I imagine that other industries feel much the same about it, that the American business man wants no coddling. He can meet the peculiar difficulties offered by foreign markets if he be given equal opportunities with the citizens of other nations. He should not be expected to struggle unaided against special obstacles created for his exclusive benefit.

We suffer in this country at periodic intervals from changes in policy that come in with new administrations in Washington. These changes are costly experiments. It should be possible to lay down a broad policy which could be adhered to with minor modifications for a long time to come. The keystone should be equal opportunities to all.

There is sometimes a wide difference between the best business thought of the country and the ideas of our legislators as to what is best for business. It is not necessary to enlarge upon the folly of disagreement, for the best interests of government and governed are identical. It should be possible for business men to go to Washing-

ton for guidance and counsel without laying themselves open to the suspicion that they are seeking special favors.

We ask nothing for the petroleum industry that, if granted, would be inimical to any other industry or to the welfare of the country at large. Perfect frankness on both sides is the *sine qua non* in meeting foreign problems.

I think our education in these matters is progressing rapidly and that more and more our citizens are thinking less in the terms of Four Corners and more in the language of international dealings. Our State Department, with its representatives abroad, should be as keenly alert for the best interests of our citizens and their business enterprises as the men seeking expansion of their business abroad. Congress should be ready to cooperate with the department where the need of legislation arises to protect the nation's rights.

We are particularly interested just now in the question of future supplies of petroleum. The question is difficult enough by itself, but it has been rendered much more perplexing by the widely differing policies that have been adopted by some foreign governments in relation to the control of petroleum fields. With something like a spirit of panic, some governments have set about the erection of artificial barriers designed to keep others than citizens of their countries from development work that should be thrown open to those who are willing to venture their lives and their fortunes in increasing the world supply, no matter where the fields may lie.

If foreign governments insist on pursuing

the policy of nationalizing oil lands, and reserving subsoil rights to be held under government direction; if they persist in attempting to keep all of their own petroleum deposits for their own future benefit, while relying upon the United States for a large share of their present-day needs then this nation will have no alternative but to take cognizance of the attitude of foreign governments and, as a matter of necessary self-protection, consider the adoption of measures reciprocally to conserve its petroleum resources for its own people.

It is to be hoped that our government will never be forced to take such a step by way of self-defense. This country has always acted on the principle that petroleum, being one of the world's vital necessities, should be produced under such restrictions only as are essential to conserving the public's rights, these restrictions being applicable to citizens and to aliens alike.

And as the United States, although having most at stake in the matter, has freely admitted the citizens of other countries to the advantages of its production, it is justified in asking now that its people be admitted to the development of the petroleum resources of other countries on the same terms as their citizens have been welcomed here.

We shall not get any considerable addition to our supply of crude through attempts by governments either to put limitations upon foreign companies or themselves to enter the lists of operators. The world should look for the supply of the oil for which it

is calling to the men who are engaged in the oil business, and to the vigorous recruits whom the policy of free and unrestricted development will bring to their ranks in the future. Neither the oil industry of any particular nation or any government should seek special and exclusive advantages in the development of new fields.

The American petroleum industry is not apprehensive over the fact that foreign governments and their citizens are acquiring new sources of supply, but it is frankly disturbed by the avowed policy of reserving such sources in countries under their control or influence for their own exclusive advantage. The United States has no desire to interfere with the political relations of any power with a colony, a protectorate, or a mandated area; but when it is proposed to use these relations to create exclusive economic spheres, within which the development of natural resources is to be confined to the parent or dominant country, and to extend and buttress this exclusive alliance, we are justified in raising our voices in protest.

With its position in world trade, and the economic and financial weapons ready at hand, the United States could undoubtedly compel a new allotment of foreign oil territory so as to give it a share of what other nations are now proposing to keep for themselves. But we do not propose this. Might never makes right, and the smaller countries without similar means of forcing their way into such a division deserve better treatment at our hands.

Talking Ourtown to a Standstill

Words without works never built anything, as witness this story of the community that found it best to make the speeches after finishing the job

By LEE SHIPPEY

WHEN we organized the Commercial Club it was for the announced purpose of putting Ourtown on the map. We realized that our city was so dead that if Rand, McNally had ever heard of it they long since had forgotten it, but James FitzRoberts Hall, the ardent young newspaper man who had recently come from the city to cast his lot among us as editor and owner (of the equity) of the *Express*, had reminded us that Chicago used to be a muddier hole than ours, that Main Street in Kansas City once would have looked like an alley beside our principal thoroughfare and that Los Angeles had jumped from an Indian village to a real city just because it had got the jumping habit.

"Any town on earth can grow and prosper and progress and be proud of itself if it will just get to work and do it," asserted James FitzRoberts. "Look at all the towns that have done it, and are doing it. Haven't they all come from behind and walked right away from neighboring towns which had just as



The value of this story lies in the fact that Ourtown is a type and the plan it found successful will work in hundreds of other American communities

good climate, just as great natural advantages, and a head start to boot? The right spirit of enterprise and nerve and pull-together and service can make a real city anywhere. Let's organize and advertise."

"Sounds all right," drawled Lyman Rutt, president of the Farmers Bank, who hadn't made his money but had inherited it, "but what have we got to advertise?"

"Some of our leading business men, for one

thing," snapped Jim, who was a little too quick with his tongue at times like that. "If one Rip Van Winkle made the Catskill Mountains famous we ought to be able to bring tourists here by the trainload when we advertise that we have forty."

Lyman joined in the laugh which followed, for Jim had not yet decided which of our two banks he was going to do business with. And after that nobody undertook to throw cold water on his enthusiasm.

We launched the club in style, with a banquet at the Commercial House, which cost fifty cents a plate. Fred Newman offered us a

price of forty cents a plate if we'd have the banquet at his Little Gem Cafe—the one the traveling men along the branch all speak of as the Little Gem—but what's a dime, when you're launching an enterprise which is going to affect the whole future of your city and the prosperity and welfare of yourself and family? So we told Fred this movement was young yet, that there'd be lots of other banquets later on, and he'd sure get

his share, and went right ahead like plungers. We had forty-two business men at the banquet, and eleven others dropped in after the banquet was over, in time for the organization meeting. Their suppers had all been prepared at home, anyway, they said, and they didn't feel like there was any use in the double expense.

That banquet couldn't have been fuller of enthusiasm if it had been free. As soon as the tables were cleared for inaction and the stogies were passed, Henry Hicks got up and cleared his throat three times in rapid succession. Hank had quite a speech in his system, but he never let it go that trip. He wasn't used to making speeches, and his voice was such a mixture of huskiness and squeaks that he gave it up.

"Gents," he managed to wheeze, "you all know why we're here. I will now call on our new fellow townsman, Mr. James Fitz-Roberts Hall."

Well, it was worth the price of admission just to hear Jim talk. He showed us right there that the medals he won for oratory in high school wasn't given him because of favoritism. He drew such a picture of the future of Ourtown that I decided to give up the trip to New York I've been hankering for for twenty years and just wait till I could see it all at home.

A Surplus of Ringing Remarks

I THOUGHT that would be about all the real speech-making, but it was just the starter. Doc Breckline surprised everybody by getting up and telling how badly our town needed a sewer system. He drew such a picture of the horrors of epidemics which were sure to sweep our city if we didn't get sewers that half of us began to feel symptoms. "Lit" Lake followed with a stemwinder speech about our need for more paved streets, and Hi Campbell, who was president of the school board, mighty soon convinced us that bonds for a new high school would be a mighty good investment.

Jim got out his pencil and began making notes on each speaker and we knew it would all come out in an enthusiastic article in the *Express*, which only added fuel to the oratorical flames. Men who hadn't dreamed of making speeches got up and made a few ringing remarks.

In three hours we had the sewers in, the streets paved, a white way established, a new railway station built, a new high school under way and a lot of new equipment purchased for the fire department.

Then we elected Hi Campbell president, Jim secretary and every man who had made a speech was appointed chairman of a committee on the particular improvement he had advocated.

Every man jack of them tried to beg off, on the ground that he was too busy, but all protests were overruled. The committees were asked to get together the next day, and as many days thereafter as was necessary, and map out preliminary plans, which would be passed on by the club as a whole at a special meeting to be held one week later.

Six days later Jim met Doc Breckline on the street.

"Hope you're going to make a committee report that will stir things up at the meeting tomorrow, Doctor," he said.

"What meeting's that?" inquired Doc.

"Why, the special meeting of the Commercial Club."

"Oh, I'd forgotten all about that," answered Doc. "I'm afraid I can't be there."

Doc hurried on his way. The fact was, he'd made that speech about sewers because it gave him a good chance to show off his

medical knowledge, and he had never called his committee together.

It was the same with all the other committees. Not one had met. And nobody showed up at the special meeting except the president and secretary, and half a dozen others Jim had personally rounded up.

It took Jim several years of residence in our town to catch on to its ways, but he never lost his faith that any town on earth can get up and march ahead if the right sort of men in it will get together and pull together to make it do so. We laughed at him

To Build a City—

SO long as there is a margin in any American city between what it *is* as a place to work in, and what it *may become*, there is work for the modern chamber of commerce. There is no dark mystery about the successful organization of such a chamber. There must be simple machinery, frequent consultations, a short, definite and practical program, officers who inspire confidence, an efficient staff and adequate provisions for revenue.

A chamber of commerce is not a debating society nor a training school for orators. It is a project organization. Its committees must be workers instead of talkers.

COLVIN B. BROWN,

Manager, Organization Service Bureau,
U. S. Chamber of Commerce.

a good deal, but we liked him, and we couldn't any of us talk to him without being sort of stirred ourselves. There's nothing like faith to inspire faith, but at first Jim couldn't realize that no country town can have faith in a young newcomer till he has proved his stability. In fact, the only newcomer a country town can have absolute faith in is one who is big and wears fine clothes and a silk hat and sells Oklahoma oil leases or bonds for paper railroads.

Jim was disappointed but not discouraged, and he never missed an opportunity to talk with the hardest headed, most conservative men in town about what might be done. At the Bank it got so that every time he dropped in to have one of his notes extended, Malcolm Straight, the old president, would invite him into his private office for a chat, and give him friendly advice.

When the Commercial Club died a natural death Jim just laughed and said, confidently: "We'll reorganize in about two years, and I've already got Rule 1 prepared for the new organization."

That made us all curious, but he wouldn't divulge.

For two years Jim plugged along and became so much one of us that we forgot his name ever was James FitzRoberts, and forgave him all his other earlier faults. Then one day Malcolm Straight asked ten men to come to a quiet meeting in his office that night. When Malcolm Straight invites people to come they come. There was a one hundred per cent attendance. Nine of us were old heads, men who had been standbys in Ourtown for years. The other one was Jim.

Malcom made us a little speech. It wasn't so well worded, so dramatically spoken or so grammatically perfect, but otherwise, in subject matter, it was just the same speech Jim had made two years before. It didn't create

quite the momentary enthusiasm Jim's had, but, coming from the head of our leading financial institution, the vaccine in it took in a way Jim's hadn't. Every one of those men was in that same office again at seven-thirty next morning, and promptly at eight they sallied forth, organized into two competing committees, to secure signatures to neatly drawn up documents they carried.

When a meeting to organize the Chamber of Commerce of Ourtown was held four days later one hundred and twenty-two paid-in-advance members were present.

That was three years ago. In the past three years Ourtown has advanced wonderfully. Rand, McNally know a lot about it now, and so do a lot of other people who barely knew of its existence before. This progress has been due, everybody has been saying to the splendid leadership of Malcolm Straight, and some of our folks had been wondering what would become of our town when he became too old to take an active part in municipal affairs. But at the dedication of our fine new high school the other day, after he had been introduced as "the man who does big things for Ourtown," Malcolm surprised us all by saying:

"Friends, it is not I who have done big things for our town. It is our town which has done big things for itself. I used to think when our town made sporadic efforts at getting up a commercial club and putting itself on the map, that it was little use. I felt as if it had been tried and tried and tried again and failed—that there was something unresponsive about our town.

"It took me a long time to learn that the fault wasn't with the town but with our clubs. We'd hold enthusiastic meetings, but we didn't back them up with enthusiastic work. We didn't realize that after a man has made a good speech in favor of a thing he feels as if he had done his duty, and couldn't afford to give any more of his time to it. So when we organized the present Chamber of Commerce we had two secret rules. The first was: 'Appoint no orators chairmen of committees.' The second: 'Appoint no committeemen who will not commit.' I believe any Chamber of Commerce on earth could advance its community a lot by adopting those two rules.

Results at Last

YOU all know that our Chamber has succeeded in securing for our town paved streets, sewers, an improved water and light plant, this high school and many other improvements, and our whole town is proud of it. We are happier now than before we became enterprising. I have been credited with leading all those campaigns, and in a way I have led them. But that was because my age and experience in this community made it best for me to lead them. Now to give credit where it is due, every one of those campaigns was planned, not by me, but by the young man who first made me see the mistake of our old time commercial club system. That young man has inaugurated every important move for the progress and welfare of this town in the last three years, except one. That one some of the rest of us have been planning these last few weeks as a surprise to him, but I'm going to let you into the secret now. Tomorrow morning our committee, without his knowledge or consent, is going to launch a boom for the election of Mr. James FitzRoberts Hall as Mayor."

Well, sir, I'd had the idea that only a few of us insiders really appreciated Jim, he'd kept himself so quiet those last three years. But, say! You ought to have heard that crowd cheer!

Don't Desert the Lawmaker!

The loudest voices are those that demand unsound legislation; it is the duty of business to furnish practical help to the legislator and to guide regulation wisely

By HARRY A. WHEELER

Vice-president, Union Trust Company, Chicago; former president, Chamber of Commerce of the United States

IF PROOF is desired of the basic soundness of conditions in the United States it will be found in the steadiness with which we are meeting production, trade, and price readjustments after the greatest economic debauch in the history of our country. The mental attitude of the public indicates a belief that we are at last on the way to normal levels and that every contributing group will ease itself into the new base with as little jolting as possible.

Here and there, as in the case of the grain strike of the west and the cotton strike of the south, we find an effort to bring about some reaction or provide some artificial stimulus toward a restoration of the high prices of last summer; but, for the most part, it is realized that every class of our citizens shared in the excesses of the period through which we have passed and all must now settle down to a more stable operating and living basis.

An added proof of the strength of our national position is that we are negotiating our adjustments in the face of a complete change in our federal administration. I do not contend that there are no undercurrents of nervous apprehension in the country. Some lines of business are affected with an incipient case of the "jumps," but by and large it is recognized that we have many difficult problems to solve, problems that will tax the genius of our people and require the closest cooperation between Government and business if we are to meet successfully the resumption of world competition and the trade conflicts sure to accrue in the struggle for commercial supremacy.

Government's Duty to the Public

THESE problems may be classified either as American business problems confronting the Government or as problems of the Government confronting American business. The former would seem to lay the burden of solution at the door of the Government, and that, in my judgment, is not a fair position to take. It is not the task of Government especially to consider the requirements of business except as those requirements may fit into a general policy of public welfare, but it is the obligation of American business to cooperate properly and consistently with the Government, and through that cooperation to have a definite part in establishing the international relationships of the future, both political and economic, and in helping to frame wise legislation and to make wise and workable rules for the regulation of our commercial and industrial operations.

We business men have a very bad habit of helping to elect men to office and then forgetting all about them, except as they advocate things that are not in keeping with our own best thought, and then we have been more likely simply to protest than to take the trouble to point out the error and the remedy therefor.

By the election of a man to public office we do not clothe him with a capacity, wis-

dom, or experience which he did not previously possess, and the processes of election do not endow a man with any supernatural ability in the administration of affairs. The same economic sense, the same capacity for administration will follow the man out of his private life, and if he lack essential qualities in private life, then he must also lack them in his public career. The men who will presently take office are no different in character or ability or experience from the men who have held office during the last eight years. Many of them have different party affiliations, some of them perhaps a little broader vision, some of them may be more sympathetically inclined toward finding a way to bring the needs of business in line with the necessary safeguards to the public welfare. Some of them may be more willing than others to accept advice and counsel from men who are in a position to know, but by and large, as you make your analysis, you will find that they are of the same type and with the same average capacity and with the same lack of experience as the men who have taken like offices after any national, state, or municipal election in the last eight years.

They Aren't Supermen

THE indictment I would lay at the door of the business men of the country is their forgetfulness of the limitations of the men elected to public office. Never has a new administration been confronted with more serious problems, nor has one ever begun its work with greater opportunities than exist today.

It is infrequent that an administration holds a complete sympathy and support of both the legislative and executive departments in such a measure as to assure the adoption of any policy advocated. The possession of such a power brings with it the full weight of responsibility, and without regard to our party preferences, it will be necessary for us to give the most cordial, persistent and unselfish cooperation to the incoming administration in order that the legislation of the next four years may be constructive, and the regulation to which business must subject itself shall be of a character which, while safeguarding the public welfare, will permit, nevertheless, freedom of action in all commercial activities.

Suppose we discuss a few practical problems: The United States of America must develop a definite and continuous international policy, and this policy must embrace both political and commercial relationships. Politically, the whole world is trying to readjust itself and is willing to experiment with new and untried instrumentalities in the hope of arriving at a basis of agreement which will prevent international conflict and enable us to build a new and richer civilization, and to repair the incredible losses arising from the waste of war.

In an international political policy it is

reasonable to suppose that the diplomat and the statesman would have a wider knowledge and clearer conception of workable measures than would the man of business, yet I am convinced that even in this field, if the development of this policy is left only to the diplomat and the statesman, the best results will not be accomplished; because these men will be inclined to consider the matter solely from the standpoint of the political relationships. The commercial relationships, which are necessarily interwoven, will be made secondary or lost sight of altogether.

National isolation is no longer possible. That inventive genius by which communication has been made possible with every corner of the world and transportation has been so developed as to give a world market to all production, has, so long as these services are uninterrupted, destroyed isolation. It must be obvious, therefore, that with barriers down we must establish in the new political relationships of the world some center, or forum, or court, or association, or league, if may be, that will, so far as possible, insure the peace of the world and its uninterrupted progress.

The other side of the international policy is that which bears directly upon our commercial life. That policy should place the protection of the Government behind the lives of its citizens and the investment of their capital wherever our people may reside or invest their substance. We are buying foreign national loans and loans of foreign municipalities. These are all well enough in their way, but they are not the aids to the export business of the country that are most to be desired.

Regulation Will Continue

IN developing trade relationships, the trade of a country goes by right to the country whose citizens helped to develop the resources of the buying nation, and until we extend our financial help to the building of railroads, the development of public utilities, the opening of mines, and the creation of such other wealth-producing instrumentalities, we should not expect to claim a larger share of the world's export business than that which comes because the products desired cannot be obtained elsewhere than from ourselves.

If it is desirable for American business to play its part in advising on international relationships, it is even more important that these same influences should be exerted in those matters that daily and directly affect the entire business fabric. I speak in particular of the measure and manner of regulation which shall be applied to the instrumentalities of commerce in this country, whether they be carrier or producer. It is practically certain that we have not yet finished our experiments with commissions. The government control exercised during the war gave us a sufficient experience with government control to produce an aversion in the country to a continuance of that policy.

Yet we must not imagine, because private

initiative has again been installed as the controlling factor of our economic life, that those who advocate a policy of complete government control have ceased to function. They are working as insidiously as ever, though less blatantly, and if private initiative fails to satisfy the public, they will be found again bringing their doctrines forward with a better chance to have them tested than came at the close of the war.

Business men for the most part are all advocates of private operation as against government operation, and if we hope to maintain what we believe is for the best interests of the country in this direction, we must also admit that government regulation will have to follow, not only as controlling transportation and communication services and financial operations in a measure, but likewise applying to industrial and marketing operations in a manner which we have not experienced up to this time.

If, then, government operation is to be discouraged and private initiative with government regulation is to be firmly entrenched, it becomes of vital importance to know who will make the rules under which the regulation is effected. Leave the rule making to the politician, unguided by sound business advice, and you will have a regulation that will destroy, for it must be remembered that there are many advisers to those in political power and that the more unsound the theories, the louder will be found the voices. Unless these are counterbalanced by wise counsels from experienced sources, no fault can be found with your public official if he votes wrong and supports unsound policies.

A Good Start

WE have on our statute books some excellent legislation, legislation that is constructive and progressive, but no bill was ever passed that was not the result of a compromise, and a compromise bill cannot be ideal nor even sufficient in every respect. The most constructive laws need amendment, and unless the operation of the law is carefully observed by those upon whom the law bears and recommendations for amendment are forthcoming when the provisions are found burdensome, legislation will not perform its full function in upbuilding the commerce and industry of the country.

A little while ago we passed the Transportation Act. It provided for the return of the railroads of the country to their former owners with certain guaranties and assurances calculated to be helpful in restoring the efficiency of our railroad system. This law provided that for six months after the termination of government control, the government would guarantee the revenues of the roads to be equal to those revenues guaranteed during the period of government operation. The deficit arising from this guaranty amounted to more than \$600,000,000. Of this amount, \$200,000,000 was advanced to the roads during the period of guaranty, and more than \$400,000,000 remains yet to be paid. The law provides that payment shall be made by the Treasury upon the certificate of the Interstate Commerce Commission. The Interstate Commerce Commission is ready to certify to certain of the amounts as ascertained. The Treasury Department, rigidly interpreting the Transportation Act, declares it will make no payment of the amounts guaranteed except they constitute a final accounting between the carrier and the Government. A final accounting cannot be had in some instances perhaps for years, yet the law is capable of the interpretation given it by the Treasury Department, desiring unquestionably to force the roads to an early settlement, holds out this

large sum of money at a time when the commerce of the country badly needs the expenditure of these funds in the interests of an efficient service.

Short of equipment and with the car shops of the country possessed of less than one-third of their capacity of orders, the Treasury of the United States holds up money that would immediately promote car building and the restoration of equipment because of a technicality in the interpretation of an otherwise generous act. If the business men of this country do not unitedly demand from Congress an interpretation of the Transportation Act that will override the decision of the Comptroller of the Treasury, they deserve to go without sufficient transportation and to suffer the losses which must result from the delay in getting goods into and out of the plant.

Another piece of constructive legislation that was passed in the year 1913 is the Federal Reserve Act. This act has been amended many times since its original passage and it needs to be amended some more. We are paying for the money required for commercial operations today the highest amount that I have ever known in my experience, and for long time financing we are paying a per cent that will lay heavy burdens upon the future. This per cent is maintained by a very high rediscount rate, established under the present policy of the Federal Reserve Board to curtail speculation and limit credit expansion. What I have to say is not critical of the board's policy at its inception, because it took the course which in normal times has always been effective, but we are not living in normal times and the effect has been the reverse of what was expected, yet the policy is still maintained.

Since this policy was inaugurated in the year of 1919, the rediscount rate has been advanced practically two and one-half per cent. In spite of this the stock of money in circulation in the United States has increased during this period about four dollars per capita, the loans and discounts of member banks have increased more than two billion dollars, the loans and discounts of all banks probably five billion dollars, the interest charge, arising from the fact that bank rates followed the rediscount rates up, lays an additional burden of, perhaps, four hundred millions upon the public, and with the advancing interest rate the best securities in the world declined in

rediscount rate on amounts in excess of an arbitrary basis. Other districts did not adopt the progressive rate but fixed a straight 7 per cent rediscount rate, while four other cities maintained a rediscount rate of 6 per cent. Thus the burdens have been unequally placed, and with all the burden there has been no remedy, such as was sought for by the adoption of the policy.

It is hardly likely that the banks of the country will be effective in securing a change of policy, but the commercial interests of the country, bearing so much of this burden, should, by united action, urge upon the Federal Reserve Board the adoption of a new policy, which would be to reduce the rediscount rate, to put a limitation upon the discounts of all member banks, and to give additional rediscount privileges at no increased rate when based upon the legitimate commercial needs, but with the power to make a progressive rate if it would appear that the rediscounts were, in whole or in part, used for speculative purposes.

As to the Federal Reserve Act

IF the Federal Reserve Law as originally passed, or the Phelan Amendment as passed in February, had contained a mandatory provision fixing a basic limit of rediscounts for all member banks, a positive instrumentality would have been in the hands of the Federal Reserve Board, which would have been more effective in its restraint upon credit expansion and less expensive to the public than the instrumentality used, namely, the increased rediscount rate. Unfortunately the law permitted a limitation of discounts and left it with the judgment of the regional banks to make this provision effective. American business should urge upon Congress at once this mandatory provision, in order that some other instrumentality than the raising of the discount rate can be uniformly applied to curb credit expansion.

No problem confronting the Government demands more intelligent co-operation than the revision of our Revenue Laws.

Here the Government will be required to make provision for large retribution of coal through the special taxes, even though rigid economy is practiced. Taxes, unwisely levied, may so far reduce the profit arising from business operations as to destroy the very source of revenue. Burdensome taxation must be borne for many years, and no revenue bill will be universally approved. Much can be done, however, to distribute better and more equitably the burden if American business with unselfish intelligence works with Congress in framing the provisions of the new law.

Legislation, both state and national, aiming to control prices will undoubtedly follow the effort of Indiana to control the price, quantity production, and distribution of Coal and Food Commission of the state, and of Montana to control the prices at which a diversified list of useful commodities shall be sold within that commonwealth. A great principle is involved that must needs have the careful scrutiny

of the courts, our legislative bodies, and of business men, to determine the limitations to be placed upon federal and state power to control prices and direct production. In these subjects, American business can make a contribution to world rehabilitation as great as any contribution made by it during the war.



market value, government issues declining two billion dollars and utility and industrial bonds even more than that.

Furthermore, the operation of the law has been ragged and unjust. Twelve regional banks have interpreted the necessities of their districts in different ways. Some districts have been penalized by heavy increases in the

Joseph Pennell



*From the portrait by
Oberhardt*

Five Bridges

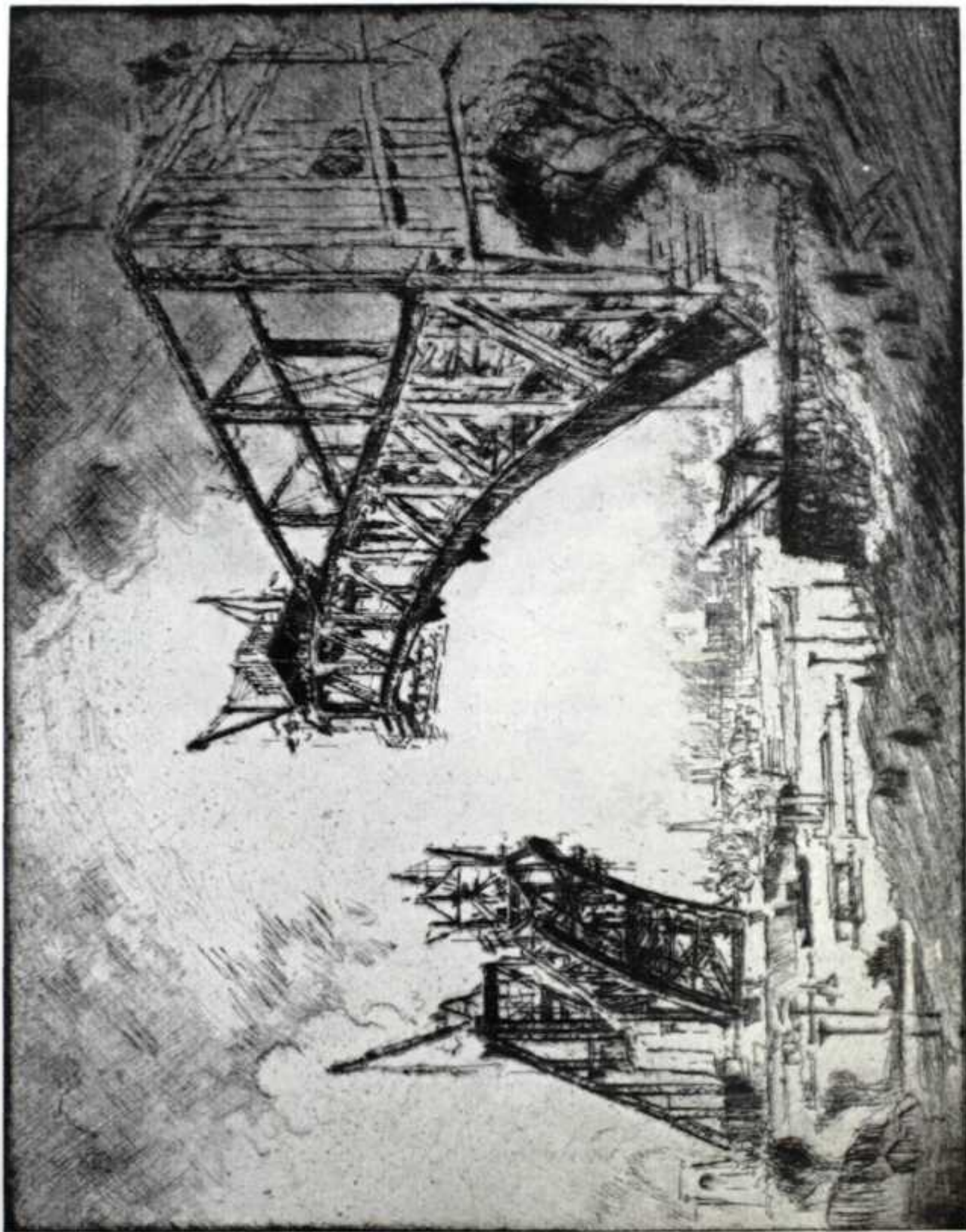
ANYTHING that echoes the roar or suggests the sweat and struggle of modern industry is hateful to the average artist. So our galleries display miles of pink and careless goddesses, acres of fat cupids (with wings that could never carry their weight).

Of all men in America, the one who has perhaps best pictured the spirit of the business about him is Joseph Pennell. He has always glorified work. He says that "work is the greatest thing in the world today and the artist who best records it will best be remembered." In the etchings of American bridges that follow, he has caught the strength and beauty that was conceived in the minds that designed them and wrought by the hands that built them.

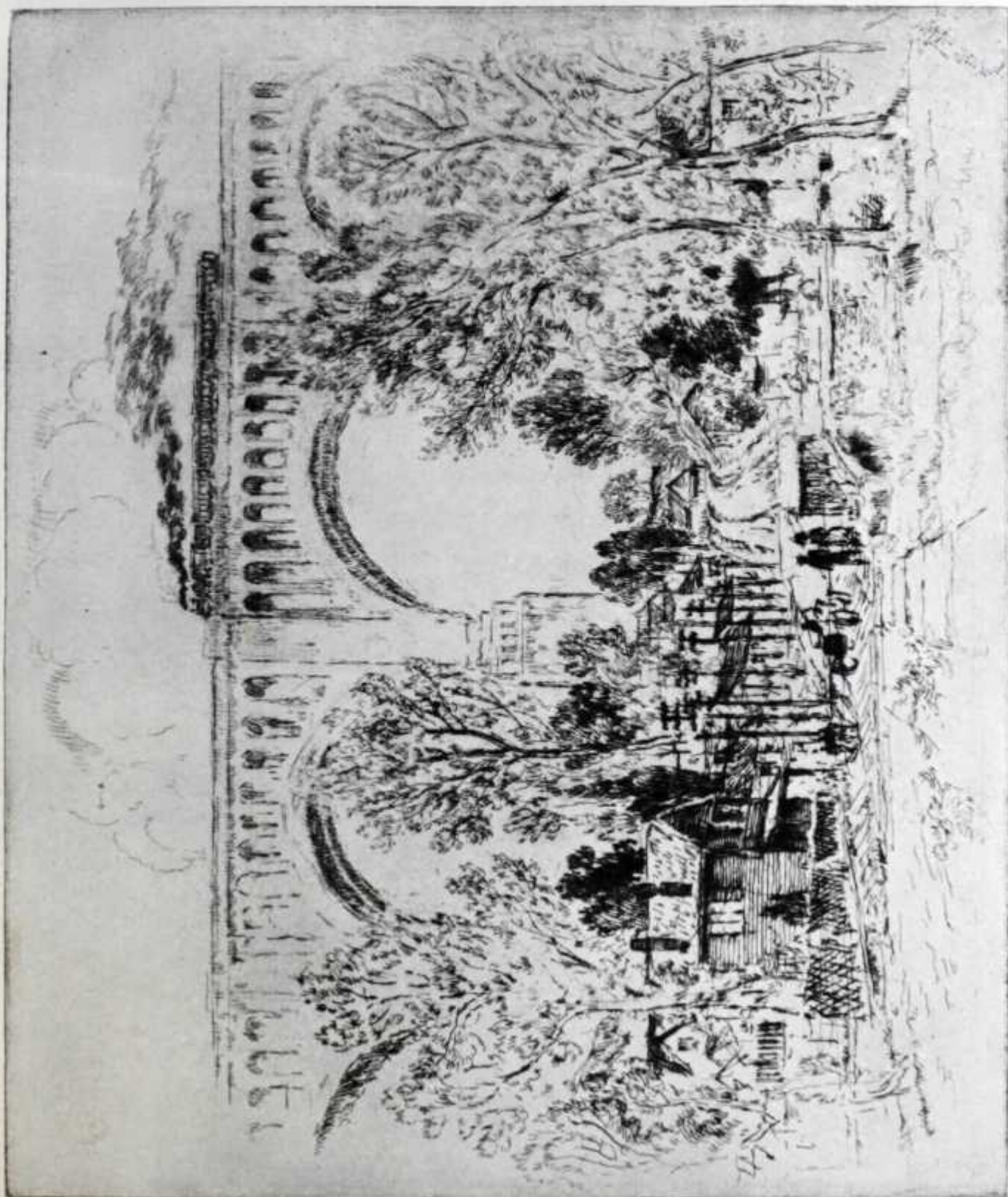
*The pictures are: Building Hell Gate Bridge; Lackawanna Viaduct;
The Jaws, Chicago; Eads Bridge; Under The Bridges*

Five more Pennell etchings showing American rail terminals
will be run in the March number of *THE NATION'S BUSINESS*

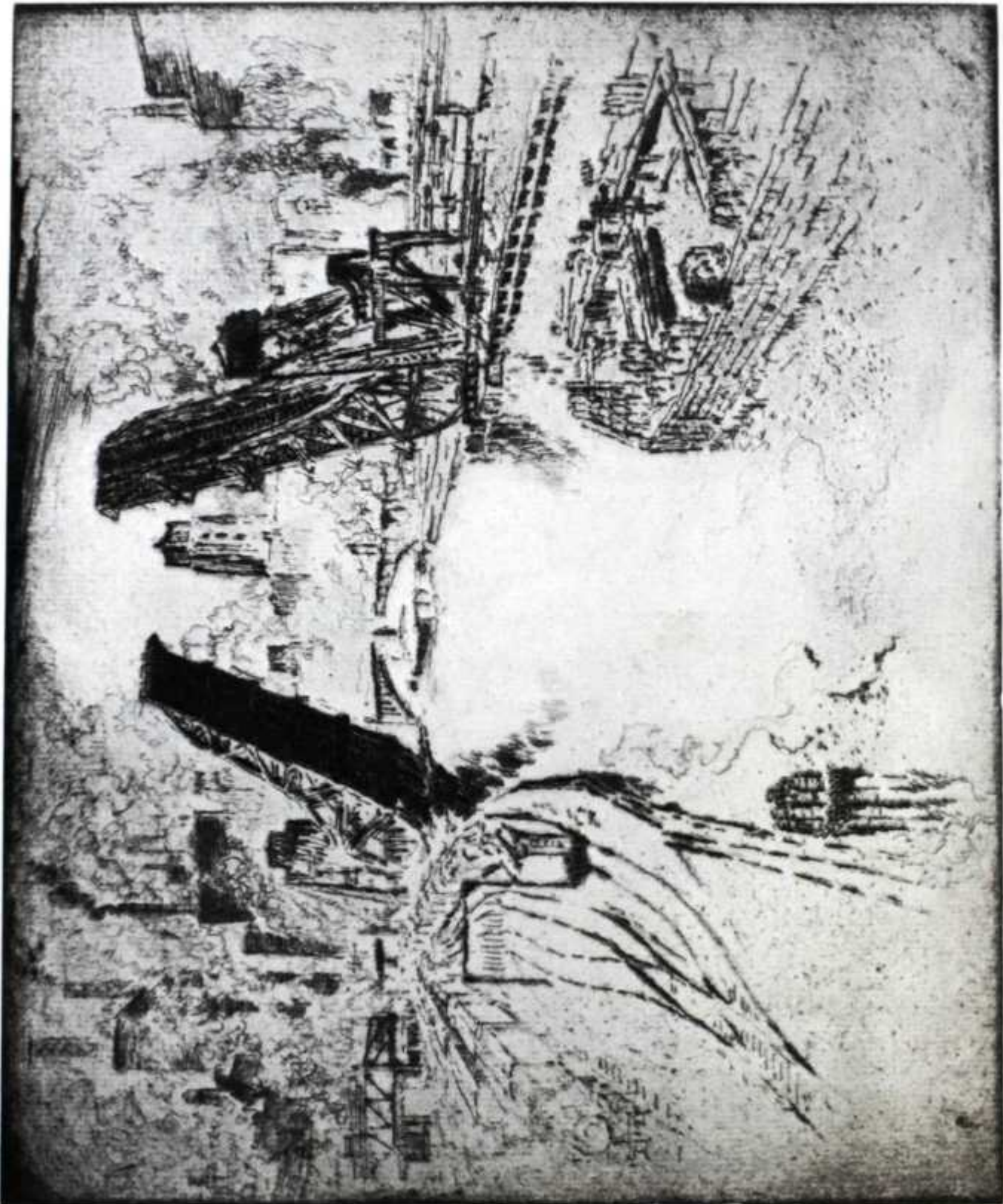
BUILDING HELL.
GATE BRIDGE.—
Mightiest of the steel-arch
bridges, it now spans the
East River at New York
in a single thousand-foot
leap. Few of those who
cross it today think of the
imagination and skill that
threw the five-hundred
foot halves of the steel arch
together in the air without
the aid of any supporting
structure.



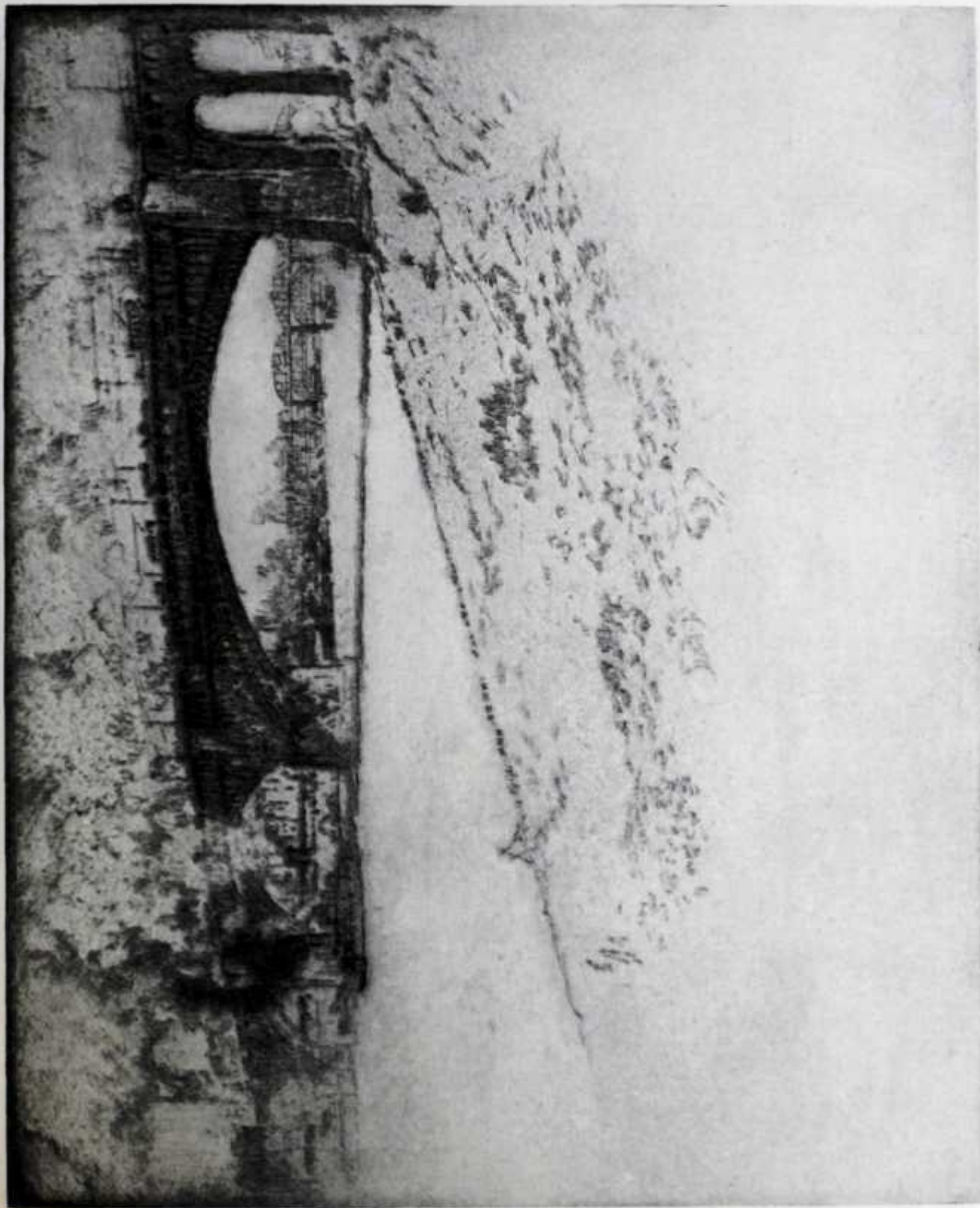
LACKAWANNA VIA-
DUCT—near Scrant-
on, Pa. The railroad spent
\$12,000,000 here to help
save twenty minutes. The
viaduct is part of a cut-
off that reduces by that
much the running time
between New York and
Buffalo. This bridge was
poured—the concrete
hardening about the steel
bars and making it strong-
er even than stone.



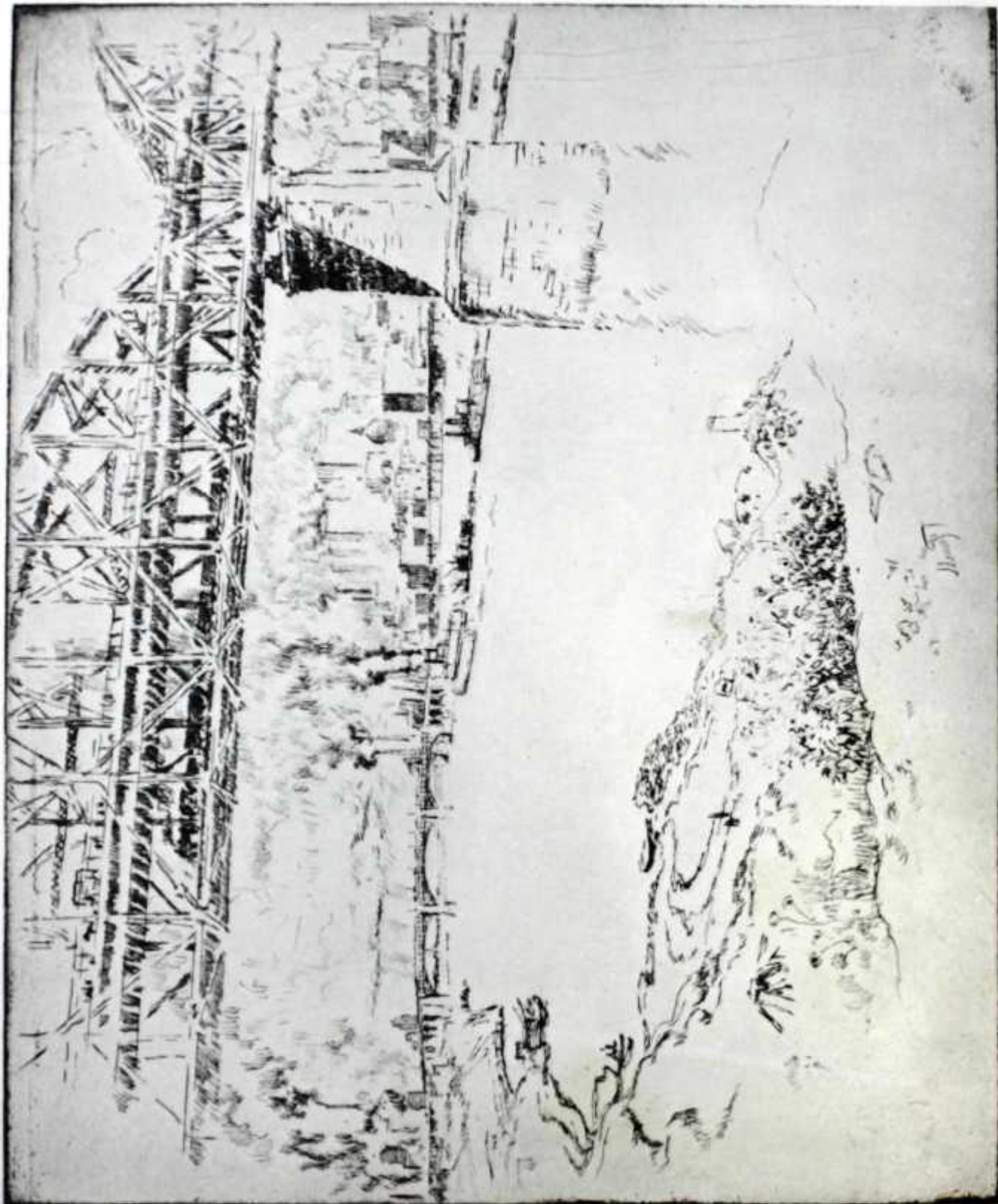
THE JAWS—is the name that Mr. Pennell gave this bridge across the Chicago River. The jaws have just opened to let a lake boat through. Chicago's bridge problem is difficult. The river is narrow and it winds through the very heart of the business district. Bridges that stand on their heads have the advantage of leaving vessels what little room there is in the channel.



EADS BRIDGE—the great-grandfather of the steel-arch structures. It bears the name of its designer. To leave the river free for the steamboats that swarmed the Mississippi then, Eads achieved the unprecedented task of going down 136 feet below the high-water mark to anchor the east pier on firm rock. Though finished in 1874, the St. Louis bridge remains one of the most beautiful in America.



UNDER THE
BRIDGES—at St.
Louis. In the grand old
days that Mark Twain
worked in and wrote of,
hundreds of packkets nosed
into the cobbled levee
bringing to St. Louis the
wealth of the Mississippi
valley. Few of them are
left; grass springs up in
summer between the cob-
blestones. The coming of
the railroads made the
river a barrier instead of
a highway. A volume
could be written about this
city and its four bridges.



To Break the Vicious Circle

America now stands at the international cross-roads; there is one certain way by which we can renew our expansion and increase reproductive work abroad

By HERBERT HOOVER

OUR FARMERS today are suffering great losses and our workmen great unemployment. This is due, to a considerable degree, to the stagnation in orders for our export surplus. By this stagnation the consuming power of our own home market is reduced, and the effects are cumulative. And surely today, with these forces thundering at every door in this land, we should heed the oft-repeated warning that our welfare is no longer isolated from the welfare of the rest of the world.

We must face the issue that the economic ills we suffer from arise in large degree from vicious economic circles which can be broken in one way only, by the establishment of credits abroad; not the dangerous short-time credits in which we have already become over-extended, but the long-time investment in reproductive enterprise. The war has brought a great many new phenomena in our international economic life, and the greatest of these is that we will not for a long time to come, if ever, be able to establish our foreign trade upon a balanced intake of commodities assisted by the minor factors of remittance and service. If we would give full-time employment to our farmers and our working people, to our laborers and our business men, we must be prepared to invest abroad some part of the value of the surplus we hope to export.

The Slow Progress of Peace

THE social and economic demoralization of Europe, the shifted economic relationships of these States within the frontiers of Europe, the slow progress of peace, renders Europe unable to buy largely unless she receives credits of material and food upon which to rebuild her production and her exports. Even if we extended these credits, and even if upon Europe's recovery we attempted to exact the payment of these sums by the import of commodities, we should introduce a competition with our own industries which no tariff wall could turn back.

Furthermore, the war has wrought a transformation. We no longer need to export commodities in payment of the principal and interest that we had to borrow from abroad when we were young. On the other hand, we must receive vast quantities of commodities or some other form of repayment for the sums of money we have now loaned to Europe.

We have today an equipment and a skill in production which yields us a surplus of commodities for export beyond any compensation we can usefully take by way of imported commodities.

Gold and remittances and services cannot cover this gulf in our trade balance. On the other hand, it is vital to every workman in the United States that Europe shall recover her exchange, her production, recover her standard of living. Otherwise we must be dragged down to European standards.

To me there is only one remedy, and that is by the systematic permanent invest-

ment of our wealth from surplus production in reproductive enterprise abroad. We will thus reduce the return we must receive to a return of interest and profit, and we, as did the States in Europe before the war, must take compensation for the labor of our people in the increment of our assets outside of our borders.

We are, in fact, at that changing point in our national economics which the British Empire faced in 1860, when no longer could she take full value in commodities for the commodities which she exported. It became clear that if she would continue to expand, continue to progress, she must invest the realization of these commodities abroad, and that by doing so, she not only would extend the capacity and the absorption of British goods, but she would lift the standard of living over the entire world.

The investment of capital in reproductive works is the most beneficial operation known to humanity. Short-time credits on consumable commodities would only stave off the evil day. We must make long-time investments in that character of enterprise which will build up these standards.

We have so far but little financial machinery and but little personnel in the United States devoted to such purpose, nor can we forge this necessary link in our economic chain until our government is prepared to give protection and support to Americans interested in the development of American enterprise abroad.

It is far better that these problems be solved by the processes of business and the individual initiative of man than that they be attempted by our Government. The resort to direct loans by the United States Government to foreign governments with the intention of promoting commerce can lead only to vicious ends. In such loans a great nation, such as ours, cannot exact a higher rate from the borrower than our Government must pay. Our Government could not enter upon investment banking and in these circumstances foreign merchants and foreign manufacturers, receiving from their governments loans of money originating in the United States, would receive their capital at lower rates than our own citizens.

Our Government, moreover, would be subject to every political pressure that desperate foreign statesmen could invent, and their groups of nationals within our borders would clamor at the halls of Congress for special favors to their mother countries.

Our experience in the war showed that foreign governments borrowing our money on easy terms could not and did not spend it with the economy which private individuals practice. This resulted in vast waste. Our Government cannot huddle in the market to exact securities and returns appropriate to the varied risks involved. Merchants and banks can secure adequate protection, our Government could not. Finally, the collection of a debt to our Treasury from a foreign government would set afoot propaganda against our officials, there is no court to which our

Government can appeal, except a battleship. The whole process of intergovernmental loans involves inflation, waste and intrigue. The only direct foreign loans of our Government from now on should be humane loans to prevent starvation.

Now, direct loans from our Government to foreign governments follow a different process from our Government loans to our merchants or upon our merchants' guarantees. These had their basis in the War Finance Corporation; and indeed the process of that corporation does not forefend us from any of these difficulties. But these loans are in the main temporary. They are not loans for reproductive enterprise. I do not wish to say that the War Finance Corporation should not in the last resort possibly be revived, but every avenue of private initiative should be exhausted before this is attempted.

Every consideration as to the means by which this vicious circle in which we are enveloped shall be broken, to my mind, comes back to the one conclusion, that we must set up the machinery, the personnel, by which our export surplus can be reinvested in productive enterprise outside our borders.

The world is not in need of credit machinery alone. It is in need of economic statesmanship. Before the foundation for recovery can be laid we must have peace. The German indemnity must be definitely fixed at an intelligible sum which will enable Germany's return to production and to commerce. Livable conditions must be settled with Russia. There can be no recovery in this world so long as hundreds of millions of people are not engaged in productive enterprise.

And the Farmer Is Paying

THE world has got to stop this orgy of expenditure on armament. European government must cease to balance their budgets by publishing paper money if exchange is ever to be righted. These are not theories. To mention one minor item alone, the American farmer is today paying a toll on every hog he ships to market, because the consumption of fat in Germany continues below normal.

During the last twenty-five years we have seen the extraordinary growth of great national associations, covering our entire country, representing the special economic interests of different classes, of the banks, the merchants, the employers, the workmen, the farmers. If these powerful national organizations are to expand their claims for special favor in the community into a great conflict, then the whole fabric of our national life has gone by the board. If, on the other hand, there is developed a practical step in co-operation between these great groups, we will have laid the foundations of a new economic era, we will have solved our economic ills of the last century in the only fashion that democracy can solve its troubles, by the initiative of the individual and by the sense of service to the country as a whole.

Money for 3,000,000 Homes

That is the housing need of the next five years if we are to restore pre-war conditions; standardization and a stable market for materials two vital requisites

By ERNEST T. TRIGG

Vice-President, John Lucas Company, Inc.

IT HAS BEEN said on good authority that there are in the United States 121 families for every 100 homes. Morris Knowles sets down in his recent book on housing an estimate of two million as the dwelling shortage. Certainly it is not less than one million; and if we accept \$5,000 as the average cost of a home, we find that we are confronted with an immediate and imperative five-billion-dollar problem at the lowest estimate.

It is an immediate problem, because with every day that passes we are getting further in arrears. It is an imperative problem because the present conditions gravely affect our national health and our social, industrial and financial structure.

It is my purpose here to discuss this problem in its definite phases. The reasons for it lie principally in the restrictions during the war of building for any but war purposes, and are, I take it, well enough known. Another reason, perhaps not so acutely realized, is that our workmen have achieved a higher standard of living and so demand better homes, thus in effect increasing our population to that extent.

Since the Armistice was signed we have fallen further behind, instead of gaining; and it may be said that if the average annual requirement for the next five years, disregarding the natural increases in population, were to remain the same as during a typical pre-war year (or, let us say, at 430,000 homes), we must construct at least three million new homes during the next five years if we are to take up the post-Armistice shortage. Here we have a fifteen-billion-dollar task set for us, with the condition that, even if we take up the load and carry it successfully, we will still, at the end of the five years, have 115 families for every 100 homes.

Even in a country so rich as ours, this moderate statement of the case goes into figures which may be called staggering. The question of financing, therefore, is of primary importance. We cannot expect, during the next five years, to materialize fifteen billions of dollars out of thin air, and if present conditions prevail there seems little prospect of getting such a sum from any other source.

More than half our population is in the

SO ACUTE is the housing shortage in America that the National Council of the Chamber of Commerce of the United States, which will convene in Washington, January 27 and 28, will discuss measures of relief.

On the first day the subjects for discussion will be the housing problem in its relation to the welfare of the public, the program of the construction industries, the employers' interest, and legislation, New England methods in meeting the crisis, means of financing construction, labor's part in the building program, and the effect of the housing shortage upon standards of living.

The second day's program will cover the standardization of manufactured products in house construction, the standardization of building laws, the labor situation in the building industries, the supplies available for construction, the organization of a one-industry housing company, of a civic housing company, and the financial aspects of the situation; and at the same afternoon session papers will be read on good housing as an essential, and on American housing and the immigrant.

A full report of the conference will be carried in the March number of THE NATION'S BUSINESS.—THE EDITOR.

the income tax, flows into them and out of productive uses.

Even when a mortgage represents so small a fraction of the investment as to be regarded as gilt-edged, it may not attract the large investor because, under the present tax system, it offers a return to the very rich of only about two per cent.

It is true that more than nine-tenths of our mortgage money is in sums of \$2,500 or less; but as one means of relieving the situation it has been suggested that mortgages be exempted from taxation for a period of years by the Federal government and that buildings be exempted by State legislation. At least two States, New Jersey and New York, already have moved to exempt buildings. In some quarters there is objection to this plan, on the ground that it would reduce governmental revenue and that exemptions are economically unsound. The obvious answer is that money now tied up in untaxed securities would be released for permanent improvements which would, in the long run, bear their full share of the tax burden.

There is the further argument, in regard to mortgages, that to levy against property and then against the security based on it is a form of double taxation. And if the exemption of securities is economically objectionable, the fact remains that we have so many Federal and municipal issues of that character—issues which it is impossible to change overnight—as to make it the sensible thing for us to face facts as they are and meet them as best as we can. The power to tax is the power to destroy. To exempt may be to give life.

On the construction side of the question we encounter difficulties because of the high cost of materials, because of the need of standardization, and because of the labor situation—although labor has been a prime factor in causing this problem, and would be a prime beneficiary from solving it.

Building materials have been increasing gradually in cost since 1907, but during the World War they increased less rapidly than other commodities. At the time of the Armistice they stood but 84 per cent above pre-war levels, whereas, the general com-

tenant class. The minority which owns its homes has hardly ever provided the full capital wherewith to build them. In the pre-war period the prospective home-owner could obtain money through the usual channels where he had paid for the ground, and in some cases he could borrow funds for practically the whole operation, the obligation to be retired over a period of years. Nowadays not only must the ground be clear but the builder must provide from one-fourth to one-third of the construction cost before he can borrow the balance. This is due to the fact that the realty market is now at its peak, or is believed to be. Money lenders anticipate a recession in values which might so encroach upon the equity as to wipe it out and endanger the protection behind the loan.

A real estate mortgage, in other words, no longer enjoys the high favor of seven or eight years ago. We have twelve billions of tax-exempt securities according to an estimate generally accepted; and free capital, owing to

Types of employes' homes in Goodyear Heights, Akron, Ohio.



modity cost had risen 107 per cent. Since then, however, building materials have increased to more than one and one-third above pre-war levels, which is greater than the general rise. Raw material is a minor factor in construction work. The cost of freight, fuel and labor are the chief items. The labor item I will reserve for mention a little later. The transportation and fuel situation is such that at the present moment there is no stable market for building materials. There is only an extremely uncertain spot market.

Prices generally reflect this situation. We cannot estimate costs of building materials with any degree of certainty until we have conditions which make the delivery of fuel and of other commodities fairly certain.

Building has been more or less haphazard in this country, under a vast variety of building codes in different communities. Our regulation of the industry is not thorough nor scientific. We should have general recognition of certain fundamental principles.

For instance, we should have the same practice in all communities as to "roughing-in" measurements for plumbing, so that a lead pipe need not be set seven inches from the wall, say, in one town and eight inches in another and nine in another.

We should have two or three sizes and two or three standard speeds for elevators, to relieve our manufacturers of the necessity of carrying many different kinds and to relieve the purchaser of the increased cost this entails.

It ought not to be necessary to stop work on a house and wait for the window frames, lest they be of an odd size and entail a lot of tearing down or patching to accommodate them.

Factory products for building should be made in definite pre-determined sizes. Thus much time and expense could be saved. We have done something in that direction, but our progress has been more marked along engineering lines in big construction than on small work. I do not mean, of course, to suggest standardization of architecture. What we need is a general practice in construction parts not in construction design.

By some men, builders as a rule, labor is estimated as 85 per cent of building cost. This includes of course the labor which goes into preparing raw material for construction purposes, but even so it may be high. Certain it is that labor is a factor of vital importance. War tended to upset conditions seriously, and cost-plus contracts, then and since have further disorganized them. Workmen are

now producing from 30 to 40 per cent less than they did. Bricklayers, for instance, who formerly laid 1,500 bricks a day, now lay seven or eight hundred or less. In other lines of labor the situation is almost as bad.

The workmen of the United States owe it as much to themselves as to the nation to produce efficiently to the best of their ability, and I am confident that those who, perhaps unconsciously, have been retarding production, will perceive its detriment to their own well-being and will meet their duty fairly.

We have land in plenty, we have raw materials aplenty, and both the owners of the land and the owners of the raw materials are willing to sell for housing purposes. The difficulty in front of us is to get these two classes into profitable contact with the builder on a reasonable basis. During the war they were separated by priority orders and the diversion of savings into untaxed securities and short-time loans. We must bring them together, effect economies by standardization of materials and by providing adequate fuel and transportation, and look to labor to give us efficient help in solving a problem which is just as intimately labor's problem as our own.

Industrial Housing Does Pay

Is the unqualified opinion of an executive who carried out the most extensive private project in the country with the result of a great saving in labor turnover

By FRANK A. SEIBERLING

President, The Goodyear Tire and Rubber Company

INDUSTRIAL HOUSING is commonly supposed to be of immediate concern only to the large employer of labor. This is a gravely mistaken notion. It is of concern to every person who handles the products of labor, to every person who consumes these products. For industrial housing has a vital relation to costs in manufacture, and its biggest returns are not in the provision of more reasonable rentals through wholesale building operations, but through its effect in reducing labor turnover and in producing a more contented and more efficient working force.

In some industries the cost of labor turnover for unskilled workmen is as low as \$40 per man. In our own case we have estimated the average at a little more than \$70; and when it is realized that during the war our labor turnover has run as high as 300 per cent—that is, the employment of three men in the course of a year to keep one man at work—its costliness may be appreciated. This cost is reflected in the finished product, and is paid by the consumer. I do not put forward comfortable and adequate housing as a panacea, of course; but I do know that it is a prime remedial agency. An

FRANK A. SEIBERLING was a pioneer among American business men in industrial housing, and the Goodyear project in the United States is the largest and most ambitious ever undertaken on private initiative in this country.

Has it proved a white elephant in the present industrial slump? Was it unable to weather the storm?

A staff man was sent to Akron to put these questions to Mr. Seiberling, and the accompanying article embodies the answer.—THE EDITOR.

analysis of the causes of turnover in our plant revealed that, while wages was a small factor, housing was at the very forefront. As yet we are equipped to provide homes for only a small fraction of our men, but the happiness, pride of ownership and permanency of that fraction is influential in widening circles through the plants.

In the decade prior to 1920 Akron, where

our main plant is located, more than doubled in population. As a consequence, people were living in basements and in half-finished attics where they could not stand erect. The situation so seriously affected the question of employment that the provision of housing became imperative; but we were determined that, however pressing the emergency, our employees should not be asked to enter hastily constructed and ill-favored shelters. We were determined that what we built should be a suitable and a durable home.

The Goodyear Heights Realty Company was organized in 1913 to handle our building program and its first allotment of 100 acres was divided into 436 lots, averaging 50 feet in width and 120 feet in depth. In 1917 there was a second allotment of 350 acres, divided into 1,501 lots of similar size. A third development of 55 acres in 325 lots is almost in readiness to be opened. At present we have 1,159 dwellings.

In Goodyear Heights there are no "row" houses and there are only a few duplex and double houses. These were built by special request of the future owners. Practically all of the dwellings are separate. Each is well built, with modern



improvements, with plenty of sunlight in every room, so situated as to get beautiful views across the Little Cuyahoga River valley, well drained, with electric light and gas for cooking and heating, with hardwood trim and floors, with modern bathrooms, and with rooms so arranged as to please the housewife. The streets curve to conform to the lay of the land, which is rolling and in some places wooded. The streets are paved with stone and concrete curbs and gutters and with tree belts between the curb and housewife. There are no alleys. At the side of each house there is room for a roadway over which ashes and other refuse may be transported to the street for collection.

These details give but an inadequate notion of Goodyear Heights. We have avoided monotony by varying the distance of houses from the street line, by use of brick, stucco, frame and the combinations of these materials, by shifting the location of porches and by turning gables at different angles. Sometimes we have been criticised as a little too visionary. Sometimes we have been told that workers did not appreciate these details and that we were providing for them better than they deserved. Our experience is an ample answer to these objections. The eagerness and enthusiasm of house-owners in Goodyear Heights has been to the last extremely gratifying.

One question which confronted us at the outset involved the prevention of speculation. To accomplish this we provided that the semi-monthly payments for the first five years should be estimated on a real estate valuation of the property rather than on cost value—that is to say, at 25 per cent more than the outlay for the structure and lot. At the end of the fifth year, when the purchaser is still in the employ of the company and still retains his property, the difference between the two values, with the interest thereon, is cancelled and credited to him. Even with that safeguard, so urgent was the demand for homes in Akron, speculation went ahead. Frequently real estate men offered our employees twice the so-called realty value of their holdings. Finally we had to stipulate that any transfer of the property must be subject to the approval of our subsidiary realty company.

When the present financial slump began we saw to it through our personnel department that those who were investing in homes should be retained on our payroll, and where it was possible for them to work only part time we adjusted their payments to the new conditions. If a home purchaser suffers unusual bad luck or sickness of himself or in his family we make provision for carrying him without payments other than the actual interest on the investment. In every case, through personal investigation, we fit the semi-monthly instalment to the worker's circumstances.

Every part of Goodyear Heights is within a mile—that is to say, within easy walking distance—of the Goodyear plants. We provide pneumatic-tired buses, however, for the transportation of the men and their families at a five-cent fare to the street-car line.

It seems to me that too little attention has been given, in considering the problem of financing great housing projects, to the resources available through insurance company funds. Here in Akron we have made some use of these resources but the reservoir has been only tapped. The insurance companies of this country are a tower of financial strength and are in command of enormous resources, which need be only semi-liquid. I think it will be found that many

of them are willing to assume part mortgages on housing projects at reasonable rates of interest and thus assist in the housing problem by bearing a substantial part of the financial burden.

The Goodyear company has invested about \$7,000,000 in housing. Even at a time like this, when a severe strain is being felt in every quarter, I feel that the experiment has amply justified itself. I do not regret a penny of the money we have spent. I feel

that it has been a wise undertaking and that it will be increasingly fruitful of beneficent results. Our workmen are entitled to a piece of mother earth that they may call their own, to homes not hovels. They are entitled to that sense of security and well-being which comes, I think I may say, chiefly from home-ownership. Employers are entitled to loyal, contented and efficient service. These things can best be accomplished by providing attractive, comfortable and adequate industrial housing.

The Penalties of Bad Housing

By keeping down construction, the war has left us a deficit in homes seriously affecting the moral and physical standards of the nation

By R. GOODWYN RHETT

President, Peoples National Bank, Charleston, S. C.; Former President, Chamber of Commerce of the United States.

HOUSING is one of the three essentials: food, clothing, shelter. An inadequate supply of any of these produces immediate suffering. If inadequacy is long continued it produces permanent ill effects, first upon the individual, then, if widespread, upon the community.

Housing differs from the other two in being by its nature a long-time proposition. A shortage of food one year may be overcome and forgotten when a bumper crop is harvested the next. When the use of substitute materials in clothes during a period of shortage stops, the old clothes are thrown away and forgotten when good materials are again produced. An agricultural area swept clean of its crops by an invading army can recover its prosperity the succeeding year.

But a city whose buildings are demolished rises again only through a long series of years. And if its resurrection is not wisely guided, if flimsy, ill designed, badly located buildings are erected on the plea of serving immediate needs temporarily, the city may be permanently injured, its convenience as a place of business, its healthfulness and attractiveness as a place of residence permanently impaired.

As a result of the World War the whole western hemisphere is seriously underhoused. Before the war our industrial cities had never made fully adequate provisions for housing. The slums of English and American cities were the objects of attack by reform organizations which decade after decade procured some improvement through enactment of laws that set minimum standards. But we had not yet by 1916 arrived at a good standard universally applied. Since then there has been retrogression due to the limited supply of dwellings which brought into use houses which had been condemned by the health authorities and caused serious overcrowding of others.

In America the effects of the war varied in different parts of the country. Immigration having practically closed, the war industries centers drew thousands of people from other parts of the country. While Philadelphia, Newark, Washington became so overcrowded that the Federal Government had to step in and give some relief, St. Louis and Chicago had temporarily a surplus of dwelling. A wider distribution of war contracts soon filled them again, however. When the war ended the natural increase of population accompanied by the continued cessation of building produced a nation-wide housing shortage. The effects everywhere, except in the rural districts, varied from acute discomfort to hardship, suffering and a distinct lowering of the standard of living.

To the superficial observer this fact has not always been evident. Not only do houses held for sale only sometimes remain vacant, but there are occasional rental houses and apartments without occupants. If the observer were himself a homeseeker the reasons for this would be clear to him. The purchase of a house is a matter of serious consideration, especially to the family of small means. It involves not only the savings of the past, but mortgages those of the future as well. There must, therefore, be some confidence that it offers a fairly safe investment, that it is reasonably well built, that its upkeep and repair costs will not be extravagant.

Meanwhile, the continuance of high rents has forced many families to double up and to take in lodgers. Others it has forced into poorer quarters. So in two ways it has lowered American standards of living, first by forcing an invasion of the family circle, second by compelling the family to accept more cramped and less healthful quarters. A year or two ago we heard much of vacancies in old, antiquated buildings. We hear little of that today.

The social and economic effects of this lowering of the American standard of living are already causing serious concern to those in a position to observe them. It is by the general standard of living that the civilization of a country may best be measured. But more concrete are the results upon health, morals and efficiency. The public health officers of the country have already issued a warning of what we may expect from present overcrowding. Those whose work brings them in contact with the results of immorality see with anxiety how all social life is being crowded out of the home on to the streets and other public places. Within the dwelling the crowding of families into space designed for only one family, tends to break down moral standards. In some of our most congested urban districts the rate of illegitimacy is mounting rapidly.

All this must have its direct effect upon every phase of our national life, including industry. The greatest asset of a nation is its people. Their physical health and moral fiber can not be broken down without national disaster.

Even if we stop short of a breakdown, even if we go no further than we have now, the damage done will take years to repair. Raising a nation's standard of living is a slow process. It behooves us to begin the task at once. We cannot afford to raise a generation of children whose conception of home is a single room in a tenement or a house shared with other families or with lodgers.

The Business Man in Congress

An analysis of the last election shows that many members of the new Congress will bring to their work first-hand knowledge of commercial and industrial problems

By AARON HARDY ULM

BUSINESS will be represented to an unusually large extent, especially in the matter of distinctive ability and variety of association and experience, in the Sixty-seventh Congress, which will begin to exist on March 4. Even among those classed professionally as lawyers there are many who are business and commercial experts.

"I think we have managed to elect a surprising number of congressmen and senators who are men of affairs," said a campaign manager of the ascendant political party. "Several successful candidates would have been barred from the possibility of election six or eight years ago because of big business affiliations. Hence the new congressional personnel indicates that public opinion, which a few years ago held the man of big business or large financial interests disqualified for high elective office, has undergone at least some change."

Perhaps that change is best indicated by the predominance of first-class business men chosen for Senators; in truth, a majority of the new Senators appear in that classification. To some but yet slight extent, business men seem to be crowding lawyers into a senatorial minority; for the Senate as it stands now is by no means so thunderously legal as of yore, when legal and its accompanying oratorical capacity were essentials to leadership in that body.

As to the New Senators—

OUT of seventeen brand-new senators elected in November, only six belong distinctively to the legal profession. They are Heflin, of Alabama; Caraway, of Arkansas; Shortridge, of California; Ernst, of Kentucky; Willis, of Ohio; and Harreld, of Oklahoma. And the last two have other associations that equal or surmount their affiliations with the law. Harreld, though a former judge of distinction, is a big petroleum operator. Willis is more teacher than practitioner at the bar. He was for long a professor in the Ohio Northern University and was not admitted to the bar until about the time he entered active politics.

Several of the remaining eleven new Senators are lawyers "by profession," as the Congressional Directory biographies say, and some of them are or have been lawyers of note. But they appear to be as much or more business men than court advocates. This is even true of Thomas E. Watson, the radical extremist and former Populist leader, who comes from Georgia. Watson is an owner and operator of extensive farm lands and even president of a bank. He has not practiced law for many years, having devoted his time to business and writing. Despite his extremisms, he is one of the safest business men, they say, in the South. Likewise, Cameron and Oddie, the Senators-elect from Arizona and Nevada, respectively, are lawyers who have had extended business experience and activity. Cameron blazed the famous "Bright Angel Trail" that leads into the Grand Canyon. He has mining interests. Oddie began life as a real estate operator in Brooklyn, and it was as an expert realtor

that he first went to Nevada as the representative of a big New York estate. He has been identified with mining interests and other business activities; in fact, with him law has been only an incident in his career.

Stock raising, and especially sheep raising, has two strong exponents among the new Senators. Either Gooding, of Idaho, or Stanfield, of Oregon, can ride for days through his thousands of acres of grazing lands. Both are rated among the biggest sheep growers in the world, while the Senator-elect from Oregon is a big commercial dealer in, as well as producer of, wool. The new Senator-elect from Colorado, Samuel D. Nicholson, like his confrère, Senator Lawrence C. Phipps, is one of the world's biggest operators in minerals. He, like Phipps, is a man of large wealth. He began life as a mine laborer.

William B. McKinley, of Illinois, who goes from the House to the Senate, is the electric railway king of his State, as well as a big banker. Ovington E. Weller, who will succeed John Walter Smith, a farmer-banker, as Senator from Maryland, is a financier and capitalist. Edward S. Broussard, who goes from the lower to the upper House as Senator from Louisiana, is a lawyer, but more of a sugar planter and business man in private practice.

Western farming and especially its problem of irrigation gets an added senatorial exponent in the person of former Governor Peter Norbeck, of South Dakota, who will succeed a lawyer in the Senate. Norbeck classes himself as a "well digger," which is a more important profession in the dry West than in the well-watered East. The wells he sank were for irrigation purposes. He is an extensive farmer with a variety of business associations. But of all the farming representatives, the recent political overturn adds to the Senate roll the one whom all believe will be the most valuable to farming—to the Senate and the country—Dr. E. F. Ladd, of North Dakota.

In the six hundred or more members of the English House of Commons there is only one man who has devoted his life to scientific research, and as a member of Parliament he is a rarity. We have been equally as negligent of science in selecting our national lawmakers. There usually is a sprinkling of college professors, like Dr. Simeon D. Fess, of Ohio, in the House of Representatives. As a rule, they are teachers of politics, law or philosophy. The Senate has rarely had the aid of even that type of scientific man.

Dr. Ladd is a chemist of international renown, and, above all, an agricultural scientist. He is president of the North Dakota Agricultural College. He knows every question having to do with farming from the point of view of scientific study. Even the hard-boiled "reactionaries" welcome the coming to the Senate of Dr. Ladd, though he was elected as the candidate of the radical Non-Partisan League. In fact, the conservatives are laughing up their sleeves over the election of Dr. Ladd as a political radical. He

is the kind of radical they want and need; for his radicalism is backed by the "know how."

One-half of all the Senators elected in November are present members of the upper House. Among them are twelve lawyers and six business men or farmers. It is significant that where outright changes were made, business men fared best. Several of the re-elected lawyer-Senators are of the business type. Among those are Underwood, of Alabama, and Penrose, of Pennsylvania. Among the re-elected business men there are two newspaper proprietors, Glass, of Virginia, and Moses, of New Hampshire. There are three hold-over editors in the Senate, which means there will be five exponents of journalism in the next, as in the present, Senate.

Business Men Too

IN ADDITION to the two editors, the re-elected business men Senators are Fletcher, of Florida, a banker; Wadsworth, of New York, a big farmer and cattle producer; Smoot, of Utah, manufacturer and banker and long the business authority in the Senate, and Smith, of South Carolina, a big farmer.

Among the hold-over Senators there are many business men; e. g., Calder, of New York, a builder; Ransdell, of Louisiana, and John Sharp Williams, of Mississippi, cotton planters; Key Pittman, of Nevada, lawyer by profession, but a mine operator as well; Keyes, of New Hampshire, a farmer; Jones, of Arkansas, lawyer, but chiefly a stock raiser; Owen, of Oklahoma, lawyer, but a banking and financial expert; Page, of Vermont, a "dealer in calf skins," says his Directory biography; Warren, of Wyoming, one of the world's biggest ranchmen; Sutherland and Elkins, of West Virginia, both mine operators and capitalists; Ball and France, of Delaware and Maryland, respectively, who are physicians by profession, but identified with extended business interests, and Dial, of South Carolina, textile manufacturer and banker.

It is probable that more than one-half of the men who will make up the Senate of the Sixty-seventh Congress are in practice business men.

The proportion of business talent in the House of Representatives is not so large, but in the new Congress it will be bigger than usual. Manufactures, merchandising, banking, mining, farming—and most varieties of those callings—are represented among the new members swept into office with the Republican tidal wave.

The House Interstate and Foreign Commerce Committee, which looks after railroads, will be headed by Congressman Samuel E. Winslow, of Massachusetts, a business man. Winslow is perhaps the country's biggest manufacturer of roller skates. He employs much labor. There comes to the House from Ohio Theodore Burton, once a leader of the House, then of the Senate, and of late years president of a big New York bank. Burton is a lawyer by profession, but his talents run as much or more along construc-

tive business lines. He is an expert on international finance, and trade and taxation. During the last year or two he has spent much time in the Far East studying the Oriental question. His re-entry to the House means much to sound business economy and to high and correct governmental conceptions of problems of business and industry.

Evidence of the changing temper of the times is afforded in the election to the House of Joseph H. Himes, millionaire steel manufacturer of Canton, Ohio. His concern is an important integral of the United States Steel Corporation and Mrs. Himes, nee Canfield, is a daughter of a Standard Oil magnate. Congressman-elect Himes is no petted scion of great wealth. He began as a cinder-pitman in a steel mill and worked his way up to a general managership. He has made a study of foreign trade, particularly in South America. He is only 36 years old.

Many other big men of industry are among the new members coming to the House. Among them are one of the country's foremost glass manufacturers, several oil operators from the Middle West, a dozen or more newspaper proprietors, several coal operators from Pennsylvania; one hotel proprietor, numerous merchants, and a man who manufactures bicycles.

Families noted for wealth have representation in men like Hamilton Fish, Jr., himself a director in concerns like the Mergenthaler Linotype Company and the Shredded Wheat Company, and Ogden L. Mills, both of New York. Then among the new members there are several lawyers like Peter Ten Eyck—a former congressman—who have extensive business identity. Mr. Ten Eyck is associated with railroads and railroad appliances manufacture.

It is worth while noting that several large industries like the railroads, ship building and ocean shipping, seem to be without an exponent in the membership of the next Congress, though that state of affairs is by no means new. In Great Britain, where parliamentary service is more of a profession than in the United States, there are at least twenty shipbuilders or ocean shippers in Parliament. But it is probable that in business and industrial representation as a whole the Sixty-Seventh Congress will rate higher than either the British Parliament or the French National Assembly as they now stand.

Even Miss Alice Robertson, congresswoman-elect from Oklahoma, is a business woman, who during her 65 years of life has

had a wide variety of managerial experience. Once the highest salaried woman in the government service at Washington, then the first woman to become postmaster in a first-class city, she now operates big farms and runs a popular cafeteria in her home town, Muskogee. And she isn't a suffragette.

sometimes it is a new dyestuff, a new food, or a new glue, fiber, preservative or drug. In the course of their investigations, too, the chemists come across a good many eggs that lack the vitalizing germ of profit.

Every year the government chemists select two or three fertile, meaty eggs, and offer them to the business men, manufacturers and investors of America. But too often the chemist who discovered the egg is unable to furnish a knife and fork.

This was the old system, but business science demanded something different, and Dr. Carl L. Alsberg, who heads the Bureau of Chemistry, U. S. Department of Agriculture, has set about to organize a corps of specialists that will do the same things for the investor or consumer that my knife and spoon did for me at the breakfast table. The work under this project will be confined to discoveries made by the specialists of the Bureau of Chemistry.

The new service to business will be organized at the Office of Development Work and will be in charge of David J. Price. It



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An unusual photograph of the Washington monument

Speaker Gillette, while a lawyer is—next to public life—more of a business man. Congressman Mondell, majority floor leader, is a business man of wide and varied experience in building, merchandising, stock raising and mine operating. Congressman Fordney, of Michigan, who will continue to head the Ways and Means Committee, is a lumberman. The Banking and Currency Committee will be directed by Louis T. McFadden of Pennsylvania, a man of business identity.

A Follow-Up for Discovery

BY CAPT. H. P. SHELTON

AT BREAKFAST the other morning I found an egg in my cup, but the waitress had neglected to bring knife, fork or spoon and I pondered awhile upon man's limitations. I was unable to enjoy any real benefit from the egg until the proper tools had been supplied. I needed exactly a knife and a spoon to translate that egg from a latent resource to a real one.

Two or three times every year the government chemists discover half a dozen eggs amid the chaff and straw of the countless factory by-products and waste materials with which they experiment. Sometimes an egg is filled with the meat of a profit to be gained by the utilization of a waste product; sometimes it is a new and cheaper process for preparing a material already well known;

is proposed to create the new office as an engineering rather than a chemical force, and its staff will be made up of practical engineers who can translate the material into a dollars-and-cents equipment, cost-of-production prospectus for the man who wishes to manufacture the new product or to equip with the new method. The chemist, the discoverer, very often lacks the training that would enable him to see his process from a business standpoint. He is unable to tell whether his product can be manufactured at a profit or not, and his judgment is naturally biased by the pardonable pride of authorship. Often the manufacturer fails to appreciate the value of the opportunity offered him and the development is lost. Often, too, his plans are colored by the chemist's too-hopeful prospectus and he goes so far in the other direction that he loses money in over-developing a process that would have been immensely profitable on a smaller scale.

Errors of this sort will be minimized by placing the development work in the hands of engineers who will study the product or process, the availability of raw material, the section of the country where it can be best manufactured.

It is believed this service will be of great value to the public. It will provide many hitherto high-priced articles—dyes, for example—from the masses of wasted materials, and will enable America to conserve her natural resources by drawing increased values from the portions used.

Labor Problem? Why Have One?

If there is no need for unions there'll be no unions, says the head of the Baldwin Locomotive Works, who believes in dealing with his own men in his own way

Some Timely Philosophy from Samuel Vaucain

ON A HOT DAY some months ago, an express train between Philadelphia and New York came to a jolting halt. The passengers first joked, then grumbled, then grew impatient. A big man, white-haired, but youthful in motion, climbed down from a chair car and marched up to the engine, which was the center of a ring of passengers. "What's wrong?" he asked.

In effect, the engineer said that the engine had quit and he didn't know what the several things was the matter with it.

The big man peeled off his coat and waistcoat and rolled up his shirt sleeves. Then he sort of disappeared in the interior of the unwilling engine and the ring of watching passengers grew.

Half an hour later he emerged with a smudged face and grimy hands and said, "She's all right now," put coat and waistcoat over his arm and walked back to his chair car, wiping his hands on a handful of waste he'd picked up in the cab.

She was all right and the man who made her all right was Samuel Matthews Vaucain, president of the Baldwin Locomotive Works, and a real boss of their 20,000 workmen.

It was like Mr. Vaucain to take hold of that engine and make her all right. Work with his hands is no new thing to him. Equally like him was to look on what he had done as a casual incident in a day's work.

Common Sense on Exports

LIKE Mr. Vaucain too is a story they tell of a dinner to a Lord High Commissioner or Lord High Something-or-other who was in the United States encouraging trade relations between his country and this. Part of the encouragement consisted of a dinner in his honor at Philadelphia, where there gathered a score or more of the leading business men of Pennsylvania. Speeches were made and the visitor was told of his greatness, his country's greatness and the greatness of the United States.

Then it came Mr. Vaucain's turn to speak. In effect, he said that the guest of the evening was a delightful man and it was a pleasure to entertain him. His country was undoubtedly a delightful country and it was a pleasure to do all that could be done for it. But! and that "but" sent cold chills down his hearers' backs. Mr. Vaucain proceeded to point out that the visitor's home land was too far away; that its products for the most part were not what we needed or were what we could get nearer home; that it was as yet too little developed to build up a foreign trade and that its railroads were badly in need of standardization.

These two stories are told not only because they are characteristic of the man, but because they show the point of view from which he discusses the problems of labor, that thing which we are learning to speak of reverently as "Industrial Relations." Mr. Vaucain talks as a shopman, as a man who has been through the mill, and he talks what he thinks. He doesn't like "hot air" in any of its manifestations.

Mr. Vaucain's philosophy of the relations

of labor and capital is simple. He believes that every employer should and must deal with his own men. And one proof to him is the fact that hundreds of the 20,000 men at work in the big Philadelphia plants have been there more than a quarter of a century.

Mr. Vaucain himself has spent 38 of his 65 years in the plant; a great part of that time as superintendent. But he looks upon himself as something of a youngster. As he talks he looks from his window at two sturdy gray-haired men who pass in the street.

"See them?" he asks. "They antedate me by years. Each of them has been here 45 years and each is still a capable worker with years of service ahead of him. Who's the real veteran here? George Johnson, I guess. He's been here 75 years or more. He's 96 now and every year we have a terrible time fixing his service button. He was with the works when they began, I guess."

All of which leads up to the thing that the writer chiefly wanted to ask Mr. Vaucain, what he believed was the right system on which to base the relations of employer and employee.

"It's simple enough," he says. "If you make the unions unnecessary, you won't have any unions. I can't object to my men joining the union and I don't, but our men don't join because they gain nothing by it. They're as well paid and as secure in their jobs as any union men could be and that's a big part of the answer."

"What better proof of it could you ask than that we have so many old fellows here, men who've been with us all their lives and whose sons and grandsons are here? We've got one case—four generations of the same family and a number where there are three generations. Does that look like labor discontent and turnover?"

Mr. Vaucain harks back to his veteran legions. He's proud of them and he explains:

"We don't discharge men because they're old. We hold on to them. We don't even let them out at a fixed age with \$100 for every year they've worked for us. How'd I feel if they dropped me tomorrow with \$3,800?" And Mr. Vaucain laughed.

"But when I say that we want to deal with our own men direct and not with some representatives of an organization outside our works, I think the men have a right to ask the same thing of me. They've been at us to join the American Metal Trades Association. I refused largely on the ground that I don't feel that I have a right to work with an employers' association which is taking up labor questions and at the same time refuse to deal with my men through an outside body."

"I've carried this same idea even farther. I don't like to connect myself too prominently with any outside body, any secret society or church organization. I don't want men in the shop to say, 'Well, if you want to hold on here and get along with the boss, you want to be a Unitarian or a Mason or a Congregationalist or an Odd Fellow or something else.'"

"It's the same man-to-man feeling that

makes me glad when sons of the old timers' sons come in, although I have had other employers warn me against it. 'Why,' they say, 'you're sure to hear stories of favoritism, of soft jobs for this man's son or that man's.' As a matter of fact, my experience is that they make the best of workmen. Maybe it's because in addition to being afraid of the boss, they're afraid of their own old man."

"I've small faith in most bonus and profit sharing schemes and in plans for stock selling to employees."

"In the same way, I think most wage earners resent paternalism. Their feeling is this: If my employer can dig down in his pocket and build libraries and bathhouses and theaters, why can't he put the money in the pay envelope and let me pick out my own place of amusement?"

Mr. Vaucain has a firm belief in the importance of the foreman in the scheme of industry. If things go wrong, he is more inclined to blame the foreman than the men.

A Boss, But a Real Boss

MEN like a boss," he says, "but it must be a real boss, a boss who can give an order and be obeyed and who could carry out an order himself if it were necessary."

"Another thing that I find in a big organization: I've told you that we keep our old men. Often we hire old men—there's something always for them to do. And I believe this firmly: You can't expect to have 100 per cent men all through your plant. There aren't enough to go 'round anyhow. You've got to have a certain amount of 75 per cent men and make the best use you can of them."

"Labor is fair on the whole, fairer a lot of times than the men who employ it. Labor doesn't want to run things. It recognizes and accepts direction, but it wants intelligent direction by men who know how to direct."

"The worker is quick too to realize that the man at the head is 'on the job.' He doesn't think much of the man who comes down late and goes early. He likes to feel that he isn't the only one in the establishment that works. There are too many employers around the golf links afternoons who ought to be around the works more."

Mr. Vaucain's interest in foreign trade is well known. The story has been told many times of his going to Roumania and coming back not with money for locomotives, for money they had none, but with oil for locomotives, for oil they had. His friends say he would have gone into Bolshevik Russia with the same errand in view if the authorities had permitted. His foreign policy is simple: They've got to have locomotives and if they can't pay for 'em in money, let them pay for them in what they've got.

His domestic policy is simple too. His last word on "labor relations" (and he doesn't like that phrase either) was:

"There's a lot, you know, in that very old and still good rule about doing unto others as you would that others should do unto you."



What the "For Rent" Signs Mean

OPTIMISTS who see in "For Rent" signs evidence that the housing crisis is passing may take comfort from the conclusion; but the conclusion, nevertheless, flies wide of the mark. The situation is growing daily more acute.

The expected post-Armistice building has been delayed. The brief construction spurt of 1919 meant that 70,000 dwellings were put up, as against 350,000 during the average pre-war period. The number last year was probably smaller. The estimates of the shortage in homes run from the conservative figure of 1,250,000 as high as 2,000,000. More than 4,000,000 persons are inadequately quartered. The wage-earner and the man on small salary are hardest hit. Many families have taken in lodgers, others have doubled up, and competent authorities point out that the effect on the national health and morals is already conspicuous. It is speeding up the costly turn-over of labor in industry and the cost must be borne by the consumer of goods.

The "For Rent" sign, in fact, probably means that the house or apartment has been vacated by a family forced by high rentals to move into more cramped quarters; and that another family has been forced still further down in the scale of living; and that thus still another has been forced back. That is the logical process of crowding in our large cities. It is a process so fraught with danger to the community and the nation as to cry aloud for a remedy.

Never has there been greater need of a competent conference on housing, such as is being held by the National Council of the Chamber of Commerce of the United States; never has there been such need for constructive suggestion.

India's Bill for Rats a Billion Pounds

THE United States has a rat problem and some astounding figures are presented of the annual cost of this pest. India suffers more, for there are large sections of that country where religious scruples prevent the killing of even a rat.

Major J. C. C. Kunhardt of the Indian Medical Service has recently published the results of his survey of rat damage in India and he puts the annual loss at £1,250,000,000 or about one-seventh of India's national income.

Conserving the Sources of Science

SCIENCE underlies all industry and industry is as old as man. But the value of planned and organized scientific research for the direct benefit of industry only came to general recognition during the years of the great war. Germany nearly won the war through her science. Her advantage in this respect had to be met by a rapid development and organization of science by the Allies and America and, with a haste made desperate by necessity, this was done.

But the revelation of what scientific research can do for war industries has been also a revelation of what it can do for the industries of peace time. Stimulated by this revelation England has established a government department of scientific and industrial research. So has each of her great dominions—Canada, Australia, South Africa, India. So have France and Italy and Japan. Over 2,500 English industrial firms have guaranteed varying sums of money for five years for scientific research in connection with English industries. The English cotton industry alone is raising over a million dollars for equipping research institutes. There are twenty-three associations of British industrial firms, representing as many different

industries, now affiliated with the government department of scientific research.

America is not sleeping. A recent bulletin of the National Research Council lists 300 industrial research laboratories supported by industrial firms and companies. And this list does not pretend to be complete. A single great electrical company has more than a thousand scientific men in its research laboratories. So has a single great chemical company.

All this promises well. But there is another important thing to be attended to. All this work and research in applied science is possible only on a basis of fundamental or pure science. The major part of research in fundamental science is carried on in the university laboratories and from these laboratories comes practically all the output of trained research men. But the university laboratories are getting, so far, no advantage from all this new interest in and support of industrial research. In fact, they are suffering disadvantage from it because the industries are draining the university laboratories for personnel for the industrial laboratories. This, carried too far, means a cessation of new research in fundamental science, and a lessening number of well-trained new research workers. The industries are providing themselves today at the expense of a provision for tomorrow.

In some way university research and training in research have got to go on and go on increasingly. A great British chemical firm has recently shown a gratifying sign of its recognition of this by giving a half-million dollars to support scientific research in the English universities. Much money has been given American universities by men who have gained wealth in the industries, but not much of it has been given for the particular support of research. There should be millions given for this specific purpose. University research and the training of research workers are the very basis of American industrial prosperity.

"To Save the Railroads"

ON THE DAY that the heads of the railroad brotherhoods presented to the Railway Labor Board their demand for the creation of national boards of adjustment, to which could be referred railroad labor questions not involving wages, George W. Anderson, a federal judge and formerly an Interstate Commerce Commissioner, was speaking in Boston at a meeting called "to save the railroads and industries from ruin."

Looking beyond the question of local, regional or national boards of adjustment into the very heart of the whole problem, i. e., the nation-wide fixing of wages in one industry by a government board, he described the present system as "the absurd scheme of paying the same scale of wages all over the country regardless of living conditions and of the amount of work required, to all men holding a job carrying the same name."

Judge Anderson based his objection to what he calls "the artificial standardization of wages" on the injustice "to the railroad-using public and because of general discrimination to wage earners themselves."

Gen. W. W. Atterbury, vice-president of the Pennsylvania Railroad, in an address before the National Industrial Conference Board, based his objection to National Boards of Adjustment not only on the unfairness of uniform wages, hours and working conditions, regardless of local conditions or individual efficiency, but on the grounds that the boards meant the control of the railroads of the country by the unions, and left the public "without means of blocking the insidious



plans of the labor leaders for Soviet operation of the railroads under the Plumb Plan."

The public might do well to look at the whole question from still another point of view. Judge Anderson, in an earlier speech made to the Association of Railroad and Utilities Commissioners, said:

"By the Wage Board, the Federal Government really controls wages—about 60 per cent of the cost of the transportation product."

It may well be that the need of continuity of railroad service justifies putting railroad labor in a privileged class, but the fact remains that a body of 2,000,000 wage earners in the United States are hired at a price fixed not by the employer but by a public board.

The fact also remains that in the face of falling prices accompanied in many industries by falling wages, one large body of workers is certain to receive, if not indefinitely, at least for a long time, a wage scale fixed on a basis of high prices.

The Fate of the Railroad Fund

THE GOVERNMENT of the United States owes to the railroads about \$400,000,000 under the guaranty provisions of the Transportation Act. The Supreme Court of the District of Columbia has upheld the decision of the Secretary of the Treasury that partial payments on account of the amounts due the roads cannot be made.

This construction of the wording of the law prevents the payment of amounts that have already been certified to the Secretary of the Treasury by the Interstate Commerce Commission as undoubtedly due to the roads.

The Board of Directors of the Chamber of Commerce of the United States has passed a resolution urging Congress to clarify the guaranty provisions of the Transportation Act so as to make partial payments possible. It is important that Congress should pass legislation of this character as soon as possible as the roads are badly in need of these funds now long overdue.

Inventories and Oysters

OYSTER-GROWING is not a business in which annual net income, for the purposes of the federal tax, may be ascertained by the "inventory method," says the Bureau of Internal Revenue.

A farmer who had kept his accounts on the cash-receipts-and-disbursements basis was allowed to change to the accrual basis and make inventory adjustments upon submitting actual records or definite proof that a certain red cow was in existence before any date on which the farmer had paid income tax. Steam schooners engaged in the coastwise lumber trade have led to much cudgeling of brains, and the cudgeling was fruitful; for it resulted in a decision that the proper allowance for depreciation is 5 per cent a year. A company which so valued the services of a salesman that it increased his salary, with an understanding that with the added amount he would pay premiums on insurance of his life for the company's benefit, found it could not include in its expense of doing business the amount of salary which went for premiums.

Although the Attorney-General has ruled that an executor holds in trust for the government the portion which is to be deducted as a transfer tax, the executor has nevertheless to pay income tax upon interest received on this part. These are a few of the current rulings to be culled from those published

periodically by the Bureau of Internal Revenue and available to that large portion of the citizenry that will soon have to make its 1920 income-tax returns.

Exploration as a Side Line

PAGE MR. MAPMAKER! Two uncharted 8,000-foot peaks on the Andes are to be catalogued and tacked down in the proper place. A pass has been discovered between forest-clad slopes wrapped in clouds, and must be duly designated. The truculent Motilone has yielded to friendly advances when force of arms had but roused his wrath, and his secret primeval preserves have been trodden for the first time by the white man.

A Smithsonian expedition? Not by a jugfull! A band of foolhardy geographers? Not on your sextant! Neither were the men who pushed beyond these South American frontiers scientists seeking buried civilizations.

They were but restless out-runners of industry. They were a band of twelve unarmed men employed by the Carib Syndicate to find a feasible path to areas in Colombia apparently rich in petroleum. Thus, as always, does the urge of commerce thrust men into the very vanguard of civilization. Columbus, looking for a trade route, discovered America. Marco Polo was a Venetian merchant. Ethnologists are enabled to study the quaint customs of alien peoples because pioneers of push-button progress have trafficked with them.

The Dangers of Government Aid

WHILE THE CONGRESS talks of plans to help the farmer by stimulating export trade or imposing a tariff wall on agricultural products, the bankers of the country, calling into their counsel the manufacturers and the farmers, have gone steadily ahead with the formation of the Foreign Trade Financing Corporation.

At the Chicago meeting, which carried on this vital constructive work, Julius H. Barnes made it plain why it should be a private rather than a government enterprise. One phrase from Mr. Barnes' speech is worth reprinting:

Out of those three years of service with that agency which established a control over certain of the food trades in this country has come a very clear conviction, based more intelligently, I hope, because of practical experience, that government has no place in private business, except to protect the individual against imposition.

Not less explicit is Herbert Hoover who writes in this issue of THE NATION'S BUSINESS:

It is far better that these problems be solved by the processes of business and the individual initiative of man, than that they be attempted by our government. The resort to direct loans by the United States government to foreign governments with the intention of promoting commerce can lead only to vicious ends.

It may be doubted if any other two men in the country are better qualified to talk of Government interference than the former Food Administrator and the former Wheat Director.

The Lure of the Catalogue

CATALOGUES have a certain enticement, especially when they are illustrated. This allurements is appealing to the far-away corners of the earth. His Royal Highness, the Heir Apparent to an eastern throne, has signified through representatives of the State Department his particular interest in catalogues of jewelry and sporting goods.

Business and Human Beings

More observations from the pen of a business writer who has developed a field of his own through the study and analysis of the personal side of commerce and industry

By FRED C. KELLY

MANY a promising business has been ruined by making too much money. The men conducting the business become so prosperous that they grow dignified, acquire roll-top manners, and don't come down so early in the morning.

I used to know a man who worked longer hours than anybody else in town. All his friends thought he must be a wonderful executive. He returned to his office every night after dinner. But the reason he worked such long hours was not because he was a good executive but rather because he was a woefully poor one. He had to make up for lack of ability and lack of system by putting in more hours. All day long he hemmed and hawed and procrastinated and frittered away valuable time instead of flying at his tasks and getting them done.

The reason he wasted so much time was because he knew he was going to return to the office at night. He postponed important decisions until night. Nothing seems to place a brake on a man's capacity for quick judgment like working unnecessarily long hours.

Selfishness, so far as business is concerned, is probably less objectionable than is generally believed. A selfish man will try to make all the money he can. And in order to make money he must provide people with something that they want. The more money he makes the more people he is satisfying. Thus he becomes a public benefactor.

A business man once declared that stenographers make for greater business honesty. A man dislikes to dictate to a stenographer a letter that isn't perfectly frank and free from any tinge of sharp practice.



Any business act which nets one friend and one enemy is a bad proposition. For the enemy can accomplish more harm as a knocker than the friend can do good as a press agent or booster.

Every business man, whether employer or employe, may well heed the remark of an old philosopher, that we have two eyes and one tongue because we are supposed to see twice as much as we say.

The old-fashioned, house to house book agent frequently uses a lot of high-grade selling psychology. For example, in starting to show a book, he does not begin at the first page and work through, but is more likely to start in about the middle and jump here and there, as if at random. In that way the victim does not know whether the

selling talk is to be long or short, but listens patiently hoping for the best. If the agent began at the first page and started to burrow right through, the prospect would at once throw up his hands in horror.

No matter what a man is selling it is well to give the impression that he isn't going to talk very long—and then make the argument long or short according to the mood of the other fellow.

Most callers talk too long.



A check room man says that canes are rarely left behind, though umbrellas are forgotten by the score. The reason seems to be that the man who carries a cane carries it nearly all the time and feels strange without it—just as he would if he started away without his hat. But he carries an umbrella on such comparatively rare occasions that he never grows accustomed to having it with him.

An Ohio newspaper publisher pays absurdly low salaries, but is generous about lending or even giving money to any employe who really needs it. With him business is a game and he tries to make a good score just as he does in golf. Hence he likes to keep the payroll as low as possible, in order to make a showing in profits. After the profits are once in his personal bank account he would just as soon give them away.

But what about the employe? Maybe business is a sporting proposition with him, too. He likes to get a proper salary, so that he may point to it with pride as a fair measure of his abilities. He doesn't want to accept presents from the boss. Whatever money he gets he wants to show on his score card.

On all sides one sees examples of the fact that people are not really original and are bound to precedent. Stationary washtubs are usually so low as to cause backache—because low washtubs were preferable in the days when it was necessary to lift the water into them a bucket at a time, by hand. The first railroad trains looked like stage coaches, and the first automobiles were modeled after horse drawn buggies. And, today, most of the moving picture men, instead of fashioning a distinct field of their own, imitate the form and technique of the audible drama.

It is well to bear in mind that we owe much to lazy men. The lazy man usually works more scientifically than a so-called hustler. For the lazy man uses his head to avoid the squandering of needless effort. A lazy bricklayer makes the fewest number of unnecessary motions; a lazy waiter never

brings a dish to the table without taking an empty one away to avoid making an extra trip. Keep an eye on the lazy men working for you. They are not unlikely to originate valuable labor-saving ideas.

When you are seeking a favor from a man it isn't nearly so important to leave him thinking well of you as to leave him thinking unusually well of himself.

One of the best salesmen I ever knew confided to me when asked for the secret of his success: "I live well within my means, but dress far beyond my means."

A plain man who is thoughtful can usually win a woman away from a handsome devil who is thoughtless and inattentive. Likewise, a moderately quick-witted salesman who is always on the job may outdo his more brilliant competitor who doesn't always keep his eye on the ball.

I can't recall when I have seen a homely girl in charge of the reception room of a business office. It has long since dawned on employers that beauty makes an excellent first impression, and, moreover, that beauty whether in a girl, or the wallpaper, boosts the office morale.



If half the selling effort used in trying to make a man buy something he doesn't want were utilized in finding for people what they do want, what an excellent plan it would be!

A big hardware merchant was saying recently that he was going to require the man at the head of his garden implement counter to make a study of horticulture and become an authority on it.

"If he knows all about each kind of garden seed, and when to plant it," prophesies the merchant, "a great many people would rather buy garden tools from him than somewhere else—so they could get a lot of good information without extra charge."

One of the most successful men in his line in the United States once told me: "I don't get too much excited over new ideas or novelties that we might be able to use in our business, because I know that most novelties won't amount to anything, anyhow. I let our competitors try them out. If they prove successful, we then take them on in due course." In other words, he puts stand-pat on a practical basis. He may be an obstacle to progress—probably is—but he is succeeding on that basis.

STRAIGHT LINE METHODS

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RICHMOND

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DALLAS
FORT WORTH
HOUSTON
DENVER

STRAIGHT LINE METHODS

Canada's Pulp and Our Paper

An ancient friendship has received something of a jar in Canadian Legislation which appears to be confiscatory and which resembles Mexico's notorious oil measure

By COL. W. E. HASKELL

Vice-President, International Paper Company

WHEN CONGRESS is called into special session in March, or soon thereafter, it is likely to give early consideration to the Canadian pulp-wood situation. Owing to arbitrary provincial legislation in the Dominion, the export to the United States of pulp wood cut from crown lands is prohibited. American manufacturers, who have invested great sums of money in Canada, regard this legislation as confiscatory.

Early in February of last year there was introduced in the United States Senate the Underwood Pulpwood resolution. This provided for the appointment by the President of a commission of five to negotiate with certain provinces of Canada, or with the Dominion Government, the cancellation of the provincial regulations. The pulp and paper manufacturing industry, the producers of newsprint paper, and the newspaper publishers of the United States, the consumers, were solidly and enthusiastically in support of this bill.

The resolution passed the Senate unanimously, went to the House, and passed there with only three dissenting votes. Prior to the passage of the bill in the House, there were hearings before the Committee on Foreign Affairs, at which there were present associations representing 460 pulp and paper manufacturers and nearly 12,000 newspapers and other publications. This committee, in its favorable report to the House, referred to this as a matter of "grave importance" to the people of the United States. The resolution then went to the President and fell a victim to his "pocket-veto."

Crown Land Charters

THE story is interesting and involves an historic background. The feudal history of Canada began on January 12, 1598, when the King of France, in Letters Patent to the Lieutenant General and Governor, authorized him to grant lands "to gentlemen and those whom he shall consider persons of merit," and "to other persons of inferior rank, on such dues and annual rents as he may deem just." On April 29, 1627, Canada was established as a proprietary government by a charter granted to the Company of New France, generally known as "The Hundred Associates," and this company was empowered, among other things, to establish courts of justice and, on certain terms, to distribute lands to actual settlers. When "The Hundred Associates" voted, February 24, 1663, to surrender the charter of the company to the King of France, the Government of New France ceased to be proprietary and became a royal government.

The first specific mention of wood growing on crown lands is found in grants to settlers, made through the French Seigniors in the

BETWEEN the Canadian pulp-wood situation and the Mexican oil situation there is a striking analogy. This came to our notice after Frederick R. Kellogg's article about American franchises in Mexico was published in the November number of THE NATION'S BUSINESS.

Just as Americans acquired titles to petroleum in Mexico under the laws of 1884, 1892 and 1909, so Americans acquired land licenses in Canada under the Crown Timber Act of 1849. In both countries were practically identical provisions that petroleum and timber belonged to the owner of the surface of the lands and might be developed as he saw fit. The crown land licenses of Quebec gave and still do give "all rights of property" in the wood on the licensed lands and provide for indefinite renewals. American capital, relying on these statutes in Canada and Mexico, has aided materially in the development of these countries.

When President Carranza came into power he caused a new constitution to be adopted in which it was set forth that ownership of petroleum was vested in the nation; and it was held that this clause applied retroactively to all lands. In three Canadian provinces, in 1900, 1910 and 1911, legislation was passed which deprived Americans of their right to export wood from crown lands.

There the parallel ends. Americans and Canadians having fought as allies in the war, there is a cordial friendliness between the nations and there should be a frank discussion of their mutual problems, responsibilities and opportunities.—THE EDITOR.

latter part of the seventeenth century. In these grants, the oak timber on the land, its mines and minerals, were reserved to the king. The settlers were required to establish bona fide residence within two years and to allow necessary rights of way. In the early part of the eighteenth century we find permits granted by the Governor authorizing the holders to enter upon the Seigniories and to cut and remove therefrom such timber as was required for constructing ships.

The first licenses to cut wood on crown lands and to export it were issued under British rule, in the first decade of the nineteenth century. English ship-builders obtained licenses to cut timber anywhere in the Canadian forests for export to England. In effect, these were monopolies. Undefined permits of this type resulted in a timber-cutting orgy by unauthorized persons, and in 1826 the first general attempt at regulation and supervision was made. The government also had begun to appreciate the vast forest wealth of the provinces and was determined to derive some financial benefit therefrom. As a result, fees were levied based on the amount of wood cut and cutting was restricted to certain areas.

Upon the union of the Provinces of Upper

and Lower Canada, in 1841, the Commissioner of Crown Lands codified the existing instructions and issued the first set of regulations regarding the cutting of wood on crown lands. New regulations made in 1846 gave limit holders the right to transfer limits with the approval of the Department of Crown Lands. But even under an increasingly beneficent administration, there existed great uncertainty among honest lumbermen and great possibilities of plunder among the dishonest ones because of the short life of the license. A Select Committee of the House made certain recommendations in this regard which resulted in the passage of the "Crown Timber Act" in 1849, the first forestry legislation in Canada; which, with relatively minor changes, has remained the law or charter under which all timber licenses are issued today in the Provinces of Ontario and Quebec.

The new and significant feature appearing in the license was the provision for indefinite renewal of licenses upon the prompt and faithful performance of obligations.

Between 1849 and 1900, various regulations and orders-in-council were issued from time to time, as expediency and fluctuating business conditions demanded, but they concerned themselves entirely with adjustments of stumpage dues, ground rent, and other details of administration.

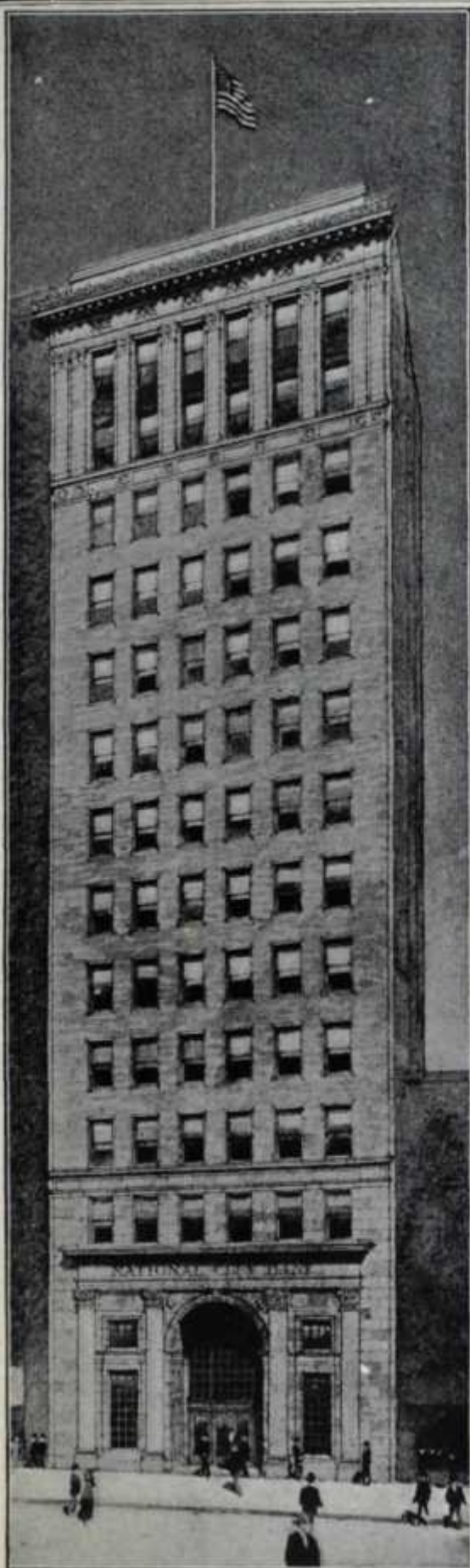
The Confederation of Canada was consummated in 1867 by the British North America Act, popularly known as the Articles of Confederation,

under which are granted exclusively to the legislatures of the respective provinces, the management and sale of their public lands and of the timber and wood thereon. Thus, the individual provinces exercise exclusive control over the wood on their crown lands.

Big American Investments

WHEN inventions made it possible to use wood as a basic raw material, paper manufacture began its giant strides. This was between 1880 and 1890, and many far-seeing American paper manufacturers leased extensive crown land limits in Ontario, Quebec, and New Brunswick, to insure a continuous and perpetual supply of wood for their mills. Some of these licenses were acquired by the paper manufacturers directly from the provinces themselves, and some from owners who had held them since their issuance under the initial enactment of 1849.

The licenses by statute convey "all rights of property" in the wood on the licensed lands; and this, according to the general practice of nations, is interpreted to give to the licensee the right to export such wood. American manufacturers invested hundreds of thousands of dollars in the provinces, chiefly in Quebec, in improving the rivers,



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In the Canadian forests. Laws that prevent our citizens exporting wood from crown lands have had a great deal to do

with the fact that Canada's production of newsprint paper increased from 150,000 tons in 1909 to 808,000 tons in 1919.

building dams and piers, and constructing taking-out and wood-preparing plants. The assistance of American capital in great volume was welcomed by the provinces in their development, and the receipts of their treasuries were swelled by the prompt annual payments of ground rents and stumpage fees. The tacit acquiescence of the provincial governments in the vast amount of construction work of American pulp and paper manufacturers was per se a recognition of the perpetual character of the licenses.

On January 13, 1900, certain industrial interests procured the passage of an order-in-council in Ontario prohibiting the exportation of pulpwood cut on the crown lands of the province unless manufactured in Canada into pulp, paper, or lumber.

Then there began, through the medium of the press of the province of Quebec, a persistent agitation by pulp and paper manufacturers and promoters, against the exportation of pulpwood cut on the crown lands of Quebec. In December, 1902, Quebec pulp and paper manufacturers, at a meeting in Montreal, passed resolutions, afterward presented to the premier of the province, stating that "in the interests of the pulp and paper manufacturing industry of this province, it is imperatively necessary that an export duty be at once imposed on all spruce logs and pulp wood exported."

It thus became clearly the intent of certain interests to deprive Americans of their vested rights and the enjoyment of their property in Quebec, and as the pressure on

government officials increased, the speculation on the part of the American paper manufacturers was confined to the probable date of the confiscatory legislation. Finally, on April 26, 1910, by an order-in-council, Quebec forbade, after May 1, 1910, the exportation of pulpwood cut on the crown lands of the province unless manufactured in Canada into pulp, paper, or lumber.

On five days' notice, the Quebec government deprived Americans of rights made in good faith and for which large sums of money had been paid, and made other investments valueless. Since, in the order-in-council and subsequent legislation on the subject, there was no offer of compensation for the property thus rendered valueless, and since property would not under such conditions be taken in the proper exercise of the right of expropriation, the action was regarded as purely confiscatory.

Similar legislation was enacted in the Province of New Brunswick by an act of the Legislative Assembly, dated April 13, 1911.

The effect of this arbitrary legislation of the provinces of Ontario, Quebec, and New Brunswick was to prohibit absolutely the exportation to the United States of pulp wood cut on the crown lands of those provinces. Exportation is not prohibited to other provinces of Canada, so that there is discrimination in favor of Canadian manufacturers. By reason of its geographical position, the exportation of pulp wood to any country other than the United States is a commercial impossibility.

The Canadian provinces are almost entirely dependent upon the United States for their supplies of coal, iron, steel, sulphur, and many other products, both raw and manufactured. If the policy of the Canadian provinces with regard to pulp wood were carried to its logical conclusion by both Canada and this country, it might result in Canada's ruin.

The company with which the writer is associated protested to the Minister of Lands and Forests of Quebec against the restriction on the exportation of pulp wood, but received a reply to the effect that nothing could be done.

When the Canadian Reciprocity Act was signed by President Taft, July 26, 1911, by the operation of Section 2, which became effective regardless of the defeat of the Act by Canada, the enormous American newsprint paper market was thrown open to the Canadians. Section 2, however, provided that to obtain free entry for Canadian paper, the latter must not be made from pulp wood which was prohibited from exportation. How to circumvent this just restriction occupied the thoughts of the Quebec manufacturers for a little over a year. Finally they procured the passage, on December 31, 1912, of an order-in-council which permitted certain paper manufacturers of Quebec to export pulp wood cut on their crown lands. This enabled these manufacturers to procure free entry for their paper to the markets of the United States. The Quebec Chronicle of December 31, 1912, said of that

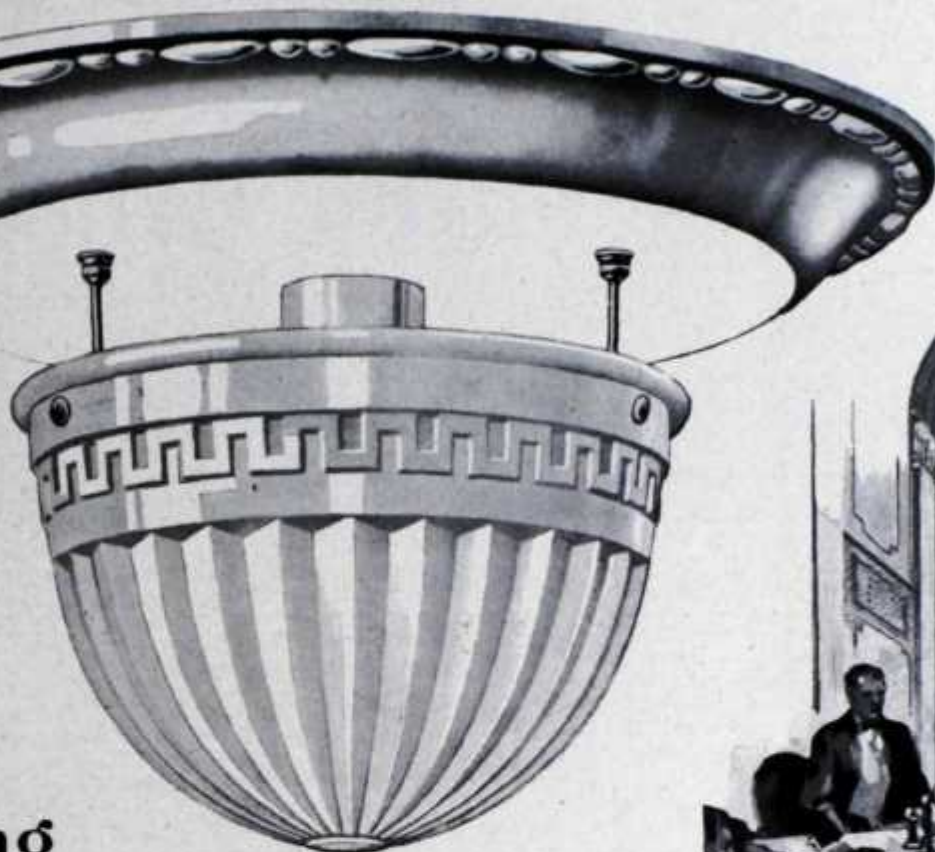
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order-in-council: "It remains to be seen if the astute Uncle Sam is likely to be flim-flammed by any such transparent device."

Early in February, 1913, this privilege was extended to all other paper mills in the province.

Thus, a foundation was established for the growth of the paper industry in Canada, which has surpassed the most optimistic dreams of our neighbors across the line. Their production of newsprint paper increased from 150,000 tons in 1909 to 808,000 tons in 1919, an increase of 439 per cent in 10 years. The industry in the United States has been crippled and is menaced now by ultimate extinction. Only one newsprint

paper plant of any size has been constructed in the United States since 1909, while huge Canadian plants have been built and employment furnished to many thousands of Canadian workmen.

The Canadian courts were of course open to us, but there were sufficient reasons why recourse to them was inadvisable. In the first place, a suit had been brought in 1900 in the courts of Ontario, against the Ontario restriction, in which the plaintiff lost because the court held that under the British North America Act, the province had full control over its crown land wood. In the second place, litigation would have been extremely costly and lengthy, and if the case were

appealed to the Privy Council in London, a decision would not be reached, perhaps, for many years. In the third place, under the British North America Act, provincial politicians have free rein.

American emigrants flow unrestricted to Canada. American capital flows unrestricted to Canada. It is estimated that in Canada today there are 550 American-owned plants. American coal, sulphur, iron, steel and other raw materials are required by Canada and are given freely and cheerfully. All that American paper manufacturers want is fair play, which means, in this case, a restoration of their lawful rights.

What's Behind the "Wheat Strike"

Wearied of selling his hard-earned crops without having any voice in prices, the American farmer is now making a most interesting experiment in concerted action

By RAY YARNELL

MID-WEST FARMERS, drawing their greatest strength from Kansas, Nebraska and Oklahoma, are staging what some persons are pleased to call a "wheat strike." They are holding this year's crop for \$3 a bushel as compared to the present market of around \$1.50.

These wheat farmers declare the price of wheat has been arbitrarily smashed by the board of trade and that they cannot afford to take the loss the present price entails. The argument is advanced that wheat, because of the world shortage of this commodity, should sell for around \$3 a bushel and that if the market was free from control it would bring that price.

So, through the efforts of well-known leaders in the mid-west the wheat growers have associated themselves together in a rather loose organization, and the wheat is being held on the farms. Necessity has forced some farmers to sell their wheat to meet their bills, but a large number are holding the grain.

The situation is unusual and, in a measure, sensational. It is the first time there has been a real concert of action in an effort to influence the price of a farm commodity. It has attracted a great deal of attention and, naturally, because the commodity affected is one of rather vital importance to every citizen.

All commodity markets are slumping and the period of national deflation apparently is at hand. So resistance by the farmers, although their product was the first to feel the effect of lowered prices, has focused attention upon them.

That is the situation in the wheat belt. But there is something more than a price of \$3 a bushel for wheat behind the movement. Not all farmers are agreed that \$3 is the proper price to demand. Some believe it is too high. Few demand more than that. After all, the price demanded is more or less unimportant in the opinion of a great many farmers. It simply is a symbol to them. And the thing of which it is symbolic lends an importance to this movement which should not by any means be discounted.

The American farmers are determined to have a voice in the marketing of their products and in their distribution to the consumer. Sentiment to this effect is very general, especially in the wheat belt. This sentiment has been developing rather rapidly

during the last year. The fixing of the price of wheat on an ascending market by the Federal Government, galvanized the farmers into a realization that they lacked concerted effort among themselves and that, as individuals, they had but little influence.

Since then there has been an insistently growing demand that the farmers organize to control the marketing and distribution of their crops to some extent, at least sufficiently so that rapid fluctuations in the market at marketing time, which is more or less fixed, shall be removed. They have demanded a voice in deciding what would be a proper price for their commodities and also some control over the profits to be taken by distributors while the commodities were on the way from the farm to the consumer.

Strength in Cooperation

TO many observers in the mid-west it is very evident that this so-called "wheat strike" is an experiment in concerted action—that its real aim is to teach the farmers to work together and to give them concrete evidence that, through cooperation, they can obtain power to make themselves respected. Farmers may not obtain \$3 a bushel for their wheat; they may not even get an immediate advance in price. But if their leaders can persuade them to hang on, and there is every evidence that they will succeed, the withholding of the wheat crop is bound to have some influence upon the market. Even if that should not prove true, the net result of the movement still would be very important, because it would have proved to the farmers that they could work together, that an organization, even so loosely constructed as the wheat growers' association, in another year could accomplish much that the 1920 partial organization could not put across.

Further, the movement is going to show whether or not farmers will hold together in any organization to better their situation. Many business men have held that the farmer will not remain faithful to any organization he may join if his participation in its affairs may cause him an apparent loss. Farmers have insisted that they can be tightly organized and will stick if the stake is worth the sticking.

The fact that farmers are interested in some national organization which would be concerned chiefly with the marketing of farm products is significant. They are so much

interested in Kansas that, within recent months, they have invited and have had Bernard Baruch, of New York, and Herbert Hoover, both prominent figures during and since the war, visit them in Kansas and discuss these various problems. And both of these men were informally invited to suggest the mechanism by which the farmers could exert some control over the marketing of the things they raise.

To many farmers cooperation, in one form or another, offers the only means of exerting control on the market. At every meeting of farmers cooperation is advanced as the best mechanism existing to employ in attaining their aim. For many years farmers have been dabbling in cooperation, but it is during the last four years that this form of concerted effort has made its most rapid progress.

The success achieved by the California Citrus Fruit Growers' Association in marketing its products, the benefits in the way of profits accruing to small groups of farmers who have shipped their hogs and cattle to market cooperatively, and the successful operation of stores, elevators and coal yards by cooperative associations during the war period and since, have all served to clinch the faith of the farmer in the value of such united effort.

So, it is not unusual that he should get the idea of a state or national grain marketing association that would govern the distribution of the grain from the farms, that would feed it to the markets in a volume that would not upset prices and that, through a gigantic system of storage elevators and warehouses, could so control the situation that the law of supply and demand would function despite any outside influence that might otherwise raise or lower the price.

Repeatedly the suggestion has been made that such an organization could in itself finance the venture; that farmers could raise the money necessary to erect the storage buildings and pay for them by charging a small fee for their use. It is the idea that the wheat would be delivered to these warehouses, which would be under state or federal supervision, that a warehouse receipt would be issued and that the farmer could borrow on his receipt at the bank if he had to have money.

When the wheat was sold he would be able to take up his warehouse receipt from the bank. The theory behind this is that

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through the employment of efficient managers of the cooperative marketing association, the farmers would be able to eliminate much of the market uncertainty, and would no longer find themselves in the position of having raised a big crop for which there was no market except at extremely low prices. They would be able, in such a case, to hold wheat at a minimum of expense, and, at the same time, obtain ready capital to finance their further operations. No farmer would be forced to sell on a ruinous market to keep going.

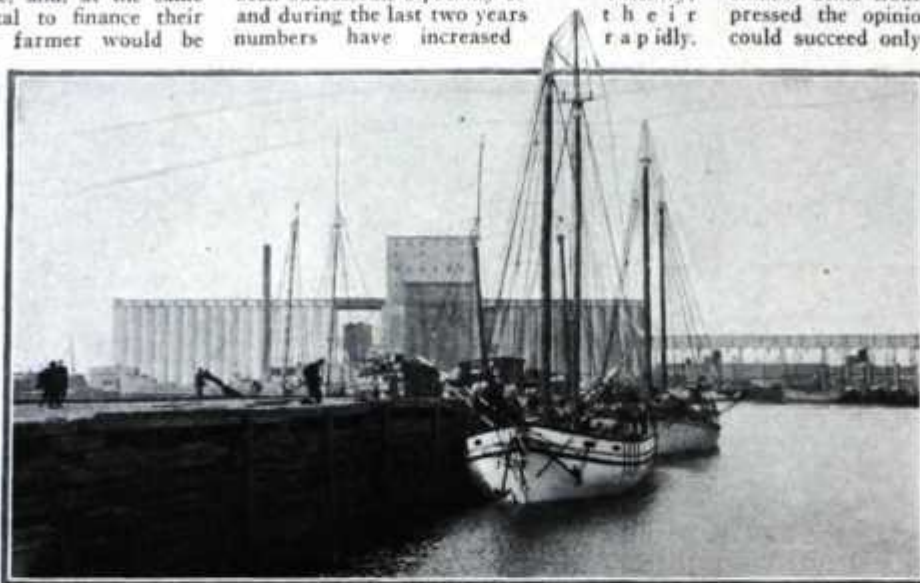
A similar mechanism for the marketing of livestock has been urged by some farmers but livestock men in general are said not to look upon it with much favor. It appeals most strongly to the small farmer who handles only a few hogs or cows and who feels himself at a disadvantage in putting them on the market. Some of the leaders of more radical thought argue that the cooperative marketing association, if organized, should also control the marketing of all farm products, and should engage in merchandising, particularly of farm implements. It is even urged that the association could well operate a branch that would form stores throughout the country to handle all merchandise consumed by the farmer these stores to be cooperative organizations in which farmers only would hold stock.

It has been an open question as to whether the grain marketing organization should be a stock company or a non-profit making organization. Many farmers favor an organization which would operate on a commission basis and in which local associations and farmers would be stockholders. Such an organization would pay a flat return on moneys invested in it as capital stock and would also, in event income exceeded the amount necessary to meet such payments, return to its actual patrons dividends based on the volume of their individual business. This would make it a truly cooperative organization.

Some Are Well Established

COOPERATIVE organizations are fairly well established throughout the mid-west agricultural region. They have been in existence for many years but have experienced the largest growth quite recently—during the war period to be exact. They are of all kinds. Many are purely mercantile associations, which deal in general merchandise, implements and coal. There are a great many cooperative elevators scattered throughout the country. These buy the farmers' grain on the same basis as the individually owned elevators and market it the same way, but they return to the farmer member a dividend at the end of the year. This dividend is earned on the sale of the wheat the farmer sold to the elevator and also on wheat from non-stockholders which was handled by the elevator. It represents the profit made on the year's business after expenses have been paid, proportionately divided.

In most of the mid-west states there are numerous small cooperative livestock marketing associations, in which a group of farmers have associated themselves together to place their hogs and cattle on the market. Many of these, as well as elevators and general merchandise stores, are organized by the Farmers' Union and its locals. They have been successful, especially so recently, and during the last two years their numbers have increased rapidly.



Grain elevators at Quebec. Since wheat is a world commodity, affected by a dock strike in London or bad weather in Argentina, it will be interesting to see how far our farmers can control its price. Our 1920 crop was 787,128,000 bushels and the Canadian 293,361,000 bushels. Yet exports from America have been so heavy that the possibility of a stringency before the next harvest was recently pointed out.

The Farmers' Union Co-operative Livestock Commission Company, of Kansas City, Kans., which handles the business of the local organizations, in 1919 sold for farmers of surrounding states 2,665 carloads of livestock of which 2,263 cars were of cattle. This livestock was valued at \$5,500,000. Shipments were received from about 100 locals. This company, its manager stated, had returned approximately 50 per cent of its commissions, which were the same as those charged by other commission firms, to consignors in the form of dividends on sales and stock. Similar livestock commission houses are maintained in Omaha, Nebr., and St. Joseph, Mo.

Perhaps the most successful cooperative organization in Kansas is the Osborne County Farmers' Union Co-operative Association, of Osborne, Kans. In eight months it did a gross business of a million and a half dollars on an investment of \$60,000; increased its business \$300,000 over the previous year; and established a reserve fund of \$20,000. During the twelve years of its existence it has returned \$105,000 in dividends to its stockholders. The auditor of the company states that this volume of business was obtained at a cost of 3 per cent. This association covers the entire county. It operates seven grain elevators at Downs, Osborne, Portis, Alton, Corinth, Forney and Bloomington. Stores and produce stations are conducted in six towns—Downs, Portis, Bloomington, Alton, Covert and Osborne.

Here is what the association sold in eight months: wheat, \$1,007,113.43; corn, \$53,878.64; oats, \$35,460.92; miscellaneous grain, \$7,791.85; coal, \$37,602.01; oil and gasoline, \$57,767.64; cement, \$347.19; merchandise, \$197,610.13; poultry, \$21,708.69; eggs, \$63,092.98; hides, \$4,995.34; cream commissions, \$3,742.26; a total of \$1,501,106.08. The

gross expense, not including accrued interest on demand notes, which is a small item, was \$44,518.67.

That, perhaps, is an exceptional organization but it indicates what has been done in co-operative merchandising.

Herbert Hoover, on his visit to Kansas, discussed co-operation with members of the Kansas State Board of Agriculture. He expressed the opinion that co-operative effort could succeed only if it was confined to the

marketing of one commodity, as wheat. If it was desired to market corn co-operatively, or livestock, or potatoes, other associations should be formed. He did not believe one organization could handle the entire marketing problem.

Mr. Hoover expressed the idea that co-operation was not a cure-all for present unsatisfactory conditions, but he said he believed it could exert an influence toward cutting down the spread between the prices the farmer receives for his products and the price the consumer pays for them. It was in that spread, Mr. Hoover declared, that the opportunity for lowering the cost of distribution could be found.

The present system of distribution was efficient and functioned well, although it was wasteful, Mr. Hoover said. He did not advocate junking it but rather urged action that would work economies within it. He told the farmers that it was a fallacy to believe that through organization they could control or fix the price of any commodity but he gave the impression that some sort of marketing organization, no doubt, would have a very beneficial effect upon prices.

Hoover had no plan to offer the farmers. He felt that cooperation, if it was generally adopted, would grow slowly; he expressed sympathy for the efforts of the American Farm Bureau Federation in trying to formulate some plan of marketing farm products. Baruch, likewise, had no plan to suggest. He expressed the belief, however, that an organization could be formed and put over which could control the price of wheat.

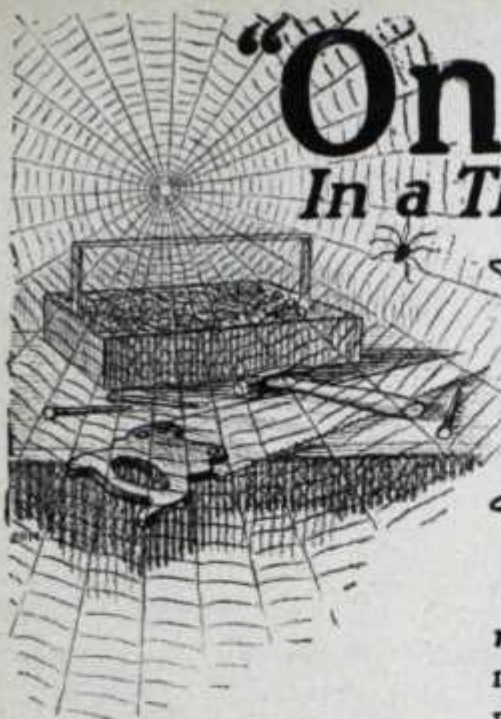
Yet He Goes Right Ahead

THE so-called wheat strike, which, after all, is not really a strike, because the farmers are going ahead planting millions of acres to wheat for the 1921 crop, is simply a reflex from this desire of farmers to have something to say about the marketing of their products. It is a test of their power when associated. The American farmer is just flexing his arm to see whether his muscles are in good condition.

But it is an interesting phase of the awakening of farmers generally to a rather absorbing interest in what becomes of the things they raise on the land. It means, for one thing, that the farmers are studying economics and business as they have never studied them before, and that they mean to have a voice in affairs and the recognition from the nation that they deserve.

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The Center of the Depression Is Passing; Just Taxation and Economy Will Help Business to a Firmer Footing

By ARCHER WALL DOUGLAS

THOSE who have attended a great football game can never forget the thrilling moment at the opening of play. The tense excitement of the waiting thousands, the deadly hush, strained to the breaking point, then, with the first kick-off, the sustained roar of the great cheering sections, "Let's go."

The game is on, there will be something doing every moment of the next two hours of delicious agony.

So, in our economic life, the only solution of the numerous problems which encompass us round about lies in definite constructive action. For since the armistice we have been walking around in circles. Or

are fooling only themselves as to their ability to get away with it. As are also those manufacturers who have elaborate reasons why they should maintain war prices indefinitely. The sooner, within a reasonable time, both of them take their medicine, the sooner we will return to normal times.

The situation has changed but little during the past thirty days, but the first shock is over, and the general thought is fast crystallizing into the resolve to find some way out of the difficulty, some method to chime in with operations of those natural laws which must finally work out the complete solution of

Business Conditions, January 11, 1921

THE MAP shows at a glance the general condition of the country. It is prepared by Mr. Douglas as a weather map of business. The light areas indicate promising crops, industrial activity, the creation of new needs in home, shop and farm—in a word, "high pressure" buying markets. In the black areas these conditions are lacking, for the time being. The shaded areas are "half way."



even worse, in Robert Burns' words: "Ranting round in pleasure's ring."

The most cheering and hopeful feature of the situation is the fast spreading realization that what we are going through is the only possible way to teach us the indispensable need of hard, conscientious work, some thought of obligation to our tasks, and getting back once more to those temporarily lost arts of salesmanship, of common sense merchandising, of economical, efficient production and distribution.

Only thus can we give service in every phase of national life. The railroads have set the example by retrenchment, by economy, by team work, and by the best service they have rendered in years. And that is what every other business will have to do if it is to save its soul alive.

Automatically everywhere production is adjusting itself to demand. This phase has finally reached the iron and steel industry, and is general throughout industrial life. Textile mills got theirs first, and consequently, because of lower costs of production, seem farthest advanced on the road to readjustment. At this writing, more of them are resuming than shutting down. Automatically the situation is tending to a more normal relation between supply and demand, which means the solution of many of our problems.

Dealers, who on a falling market are endeavoring to sell only on high prices they paid, rather than on replacement costs,

our numerous problems. Unfortunately the remedies so far proposed in Congress are mere temporary expedients, of which it is doubtful whether they will even accomplish their passing purpose. The fundamental soundness of the situation is so widely felt that the general mental attitude, while recognizing the completeness of the collapse of inflation, perceives that it was not only inevitable but necessary before a more enduring basis could be reached. This is the basis for that widespread undertone of confidence in the not far distant future. Always provided that we work out our salvation with common sense and judgment, rather than with fear and trembling.

There is much surface, but often superficial, optimism as to the near future, as a good deal of it is obviously intended for public consumption. Some of it, too, would be more convincing if it did not come from those who live in a financial atmosphere and have scant personal knowledge of actual conditions prevailing in that vast stretch of country beyond the ken of those in the great congested centers. That so many, living in the scenes of stagnant trade, and low prices for farm commodities, still have reasonable confidence in the future is the best assurance we have in the belief, (in meteorological phrase)



In Shallow Waters Business Must Sail by Chart

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DESCRIPTION <i>Shaft</i>		WORKMAN'S NAME <i>J.B. Weber</i>	
OPERATION NAME <i>Turn face center & cut off</i>		STYLE AND ORDER NO. <i>295969 A</i>	
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AMT. PAYABLE	F. & S. CARD	RATE	PIECE WORK
<i>8.90</i>		<i>4.45</i>	<input checked="" type="checkbox"/> DAY WORK
PROD. CLERK	C. S.	PIECES	INSTRUMENT OR FOREMAN
ACT. SHEET	<i>L</i>	<i>200</i>	<i>J.B.K.</i>
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or ringing bells.

that the center of the depression is now passing over us.

To those who still seek comfort from that ancient fetish, the gyrations of the stock market, as prophesying the future, all they have to do to be disillusioned, is to contrast the curves of twenty industrials and twenty railroads during the past five months, to see how utterly at cross purposes they are, and how little they indicate the actual situation.

Two matters of great moment to the business world are economy in Government operations, and more efficient and equitable methods of taxation. Tax payers do not "kick" so much at the burden of taxation, as the ways in which the money has been too often wasted and squandered. At last, Congress seems awake to the seriousness of the situation as is shown by the manner in which it is cutting down the extravagant appropriations asked for by some of the Government bureaus. Especially is this true as to the continuance of great armaments when the whole world is sick almost unto death because of war and its consequences. It would be the ghastly irony of fate if the war we fought to bring peace should only bring renewed trouble.

To the average man or corporation the present methods of taxation are not only burdensome but unjust and inequitable in the extreme. And likewise most undemocratic, since their cardinal principle seems based on the New Testament text, "And whosoever hath not, from him shall be taken even that which he seemeth to have." It is very sure that the incoming Congress in the spring will earnestly tackle the taxation problem, as they have the desire of the new broom to sweep clean. There can be no appreciable relief, however, unless the expenditures of the Government be first reduced. Also it may be very wise to give the coming generations an opportunity to bear their share of the debts created by the war.

While industrial life is steadily tending to increased economy and efficiency in production, the great world of agriculture is adding day by day to its enormous wealth producing capacity. The raisin crop of the San Joaquin Valley was sold last season for \$50,000,000 and weighed 182,000 tons. The sugar cane

syrup crop of the south has become a matter of great local importance and last year brought \$45,000,000 to its producers. Wisconsin has 75,000 silos, those great reservoirs of winter feed for livestock, while Michigan claims 82,000 with the number increasing all the time. In Wisconsin over 8,000,000 tons of silage were cut in 1920. We are steadily increasing our production of sugar from sugar beets, and in 1920 the yield was about 1,000,000 tons, or 25 per cent of our domestic consumption.

From Cairo to New Orleans, along the Mississippi river, there lies some of the richest and most productive land in the world—the great Mississippi Delta—like unto the valley of the Nile in its wealth producing capacity.

Making the McHugh Plan Real

THE MUCH DISCUSSED "McHugh Plan" for a Foreign Trade Financing Corporation with an authorized capital of \$100,000,000 is fast becoming an accomplished fact. The meeting at Chicago on December 10 and 11, called by President John S. Drum of the American Bankers Association, brought together more than 250 men prominent in the agriculture, commerce, industry, and banking of the United States.

The conference not only endorsed the plan as it had been outlined by the McHugh Committee, but appointed a permanent organization committee of thirty eminent men, and in a few minutes raised a fund for preliminary organization expenses amounting to \$100,000. Immediately after the conference the Committee on Organization opened up its office at 5 Nassau Street, New York, and there the actual steps toward raising the vast sum of the capital stock, and the other preliminaries to operation are being taken.

John McHugh, of New York, who has taken the lead in this entire movement under the auspices of the American Bankers Association was made chairman of the Committee on Organization.

At Chicago, December 10, the meeting was called to order by President Drum, after which Willis H. Booth, of New York, former vice-president of the Chamber of Commerce of the United States,

was chosen as chairman and G. A. Ranney, of Chicago, vice chairman, John H. Fahey, of Boston, former president of the National Chamber, was named as chairman of Committee on Plan and Scope, and Waldo Newcomer, of Baltimore, chairman of the Committee on Resolutions. In the course of the meetings addresses were made by Senator Walter E. Edge, of New Jersey, Messrs. McHugh, Hoover, Bedford, De-frees, Redfield, Howard, Barnes, Richard S. Hawes, Edward N. Hurley, and Eugene Meyer, Jr. The needs of foreign trade financing were discussed from the standpoint of the banker; the farmer, the manufacturer and the merchant.

The following resolutions, submitted by the committee, were adopted:

That a foreign trade financing corporation, with an authorized capital of \$100,000,000, be organized at once on the general lines approved by the American Bankers Association, and committees of the Chamber of Commerce of the United States, the National Foreign Trade Council, the American Manufacturers Export Association, and the American Exporters and Importers Association; and

That the extension of credit by the corporation should be confined to the countries where there is a stable government and where there is an assurance of integrity of purpose; and

That the operations of the corporation should be confined to financing for the benefit of future foreign trade; and

That, believing the development of this project will mean so much to the country as a whole, we urge the financial and practical cooperation of all members of agriculture, manufacturing, financial and labor interests; and

That a committee of representative men be formed, giving due consideration to geographical districts and various lines of agriculture, industry, and finance, charged with the responsibility of organizing the aforesaid corporation.

Mr. Fahey presented the report of the Committee on Plan and Scope, the main feature of which was the recommendation of the appointment of the Permanent Committee on Organization, which will consist of thirty members.

Mr. McHugh, on being pressed to accept the presidency of the new corporation when formed, declined, but on further urging agreed, if chosen, to accept the chairmanship of the Board of Directors without compensation.

Where Credit Begins and Ends

In these days of cancellations American exporters have made some new discoveries on the significance of slight variations in letters of credit and "letters of authority"

By CHAUNCEY DEPEW SNOW

Manager, Foreign Commerce Department, Chamber of Commerce of the United States

THERE ARE more forms of export credits than you can shake a stick at. The print shops use many varieties and sizes of types, and innumerable grades and weights and colors of paper on the forms of the various banks. It has taken unpleasant experience to teach some American manufacturers and merchants the difference between a confirmed or irrevocable letter-of-credit and the unconfirmed or revocable letter-of-credit. Now, some of the exporters who thought they had that lesson well learned are discovering that there is another form of credit notification which looks like a letter-of-credit, but has certain distinguishing marks which take it altogether out

of the letter-of-credit class and put it in a class by itself. That is a troublesome little document used most frequently in the trade with the Far East, and is designated as a "letter-of-authority."

The American exporter, doing business on the basis of the confirmed, irrevocable letter-of-credit, knows that when he makes shipment and presents his documents in the proper form he is sure that money is in the bank, that he will get payment, and that his financial responsibility on the documents is terminated. In describing the confirmed, irrevocable letter-of-credit, bankers frequently compare it to a cashier's check; having opened the irrevocable credit, the bank on this end,

the bank in the foreign country, or the client of the bank in the foreign country, cannot cancel it before its set date of expiration without the consent of the American exporter who is doing business on the strength of it.

When the exporter does business on the basis of the unconfirmed, revocable letter-of-credit he has not this certainty. He knows, or should know, that on the unconfirmed, revocable letter-of-credit he must run the risk of having the credit cancelled at any time until he receives payment. Some Americans have believed that such a letter-of-credit could be cancelled only on the initiative of the foreign customer, or the foreign bank that asked the American bank to open the credit.



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DESIGNED BUILT AND EQUIPPED

Such is not the case, however, and, as a matter of fact, the American bank that opens the credit may possibly reserve the right to cancel it or refuse payment on it, even up to the time when the American exporter presents his documents for payment under the credit.

To be sure, it would be an exceptional case when the American bank that had opened a credit would cancel it and refuse to make payment at the very last minute, after the American exporter had gone ahead, shipped his merchandise, and duly prepared his documents and presented them at the bank for payment. One export house in New York recently has had an experience of this kind. An unconfirmed, revocable credit had, on the request of a bank in Europe, been opened by a New York bank in favor of this export house, to remain good for six months, unless cancelled in the meantime. On this credit the export house completed its part of the transaction and presented documents, and payment was refused on the ground that the European bank had not sufficient funds on hand.

The exporter protested that this was not a sufficient reason for refusal of payment, but the bank replied that the letter-of-credit carried on it a clear statement to the effect that the New York bank assumed no obligation whatsoever, even if all the conditions of credit had been complied with. The notice on the credit further stated specifically that if this was not acceptable to the export house the latter should communicate with its customer and request him to have his bank amend the instructions.

There was a further notice to the effect that in the case of a confirmed credit the credit is absolutely irrevocable, provided that the conditions of the credit have been complied with. On the basis of these notices the bank took the stand that it was able to refuse payment, provided it so desired when the exporter presented his documents, as actually happened. It should be stated that the bank went on and offered to assist the exporter in obtaining payment on his documents, although refusing itself to make them.

Watch the Wording

NOT all of the unconfirmed, revocable letters-of-credit go so far as to carry on them the statement that the opening bank "assumes no obligation whatsoever, even if all the conditions of the credit have been complied with." Even if the wording is not thus specific, the unconfirmed, revocable letter-of-credit in some part of its wording, as a rule, carries on it clear statements of its revocable character. This may be done simply by designating it as "Revocable Credit," or by the statement regarding date of expiration to the effect that "This letter-of-credit expires _____ unless sooner revoked." On some letters-of-credit bankers insert the words: "We reserve the right to advise expiration date later." Others carry the wording: "This credit is not to be considered a confirmed credit." Others carry a statement somewhat as follows: "In advising you of the authorization received by us, as described below, we are acting solely as the representatives of our foreign correspondents and do not assume any responsibility of any kind thereunder." Others carry this: "This letter is for your guidance in preparing documents and conveys no engage-

ment on the part of the bank, as we have no instructions to confirm the credit."

The point for the exporter to bear in mind is to eliminate all uncertainty as to the nature and significance of the documents involved, in order that he may not assume risks and responsibilities that he does not care to assume. If he wants absolute certainty, when he gets the notice of the opening of the

and to cope with the situation certain institutions here were singled out by our contemporaries in the Far East, where documentary drafts could be presented by merchants for negotiation. This condition brought about a uniform letter of advice, generally known as an 'Authority to Purchase,' which document served as an indication to the banker in the United States that a merchant in good standing in the Far East had concluded a commercial contract with a merchant in this country—but did not carry with it any special guaranty, and recourse to the drawer, therefore, did not cease until the draft and documents were actually taken up abroad. It was not in any sense a 'Letter-of-Credit'—confirmed or unconfirmed—and was, consequently, subject to cancellation or modification at the will of the instructing bank or its client.

Very naturally, banks in the Far East were ever ready to circulate the 'Authority to Purchase' because this instrument conveyed no guaranties on the part of the issuing bank, nor did it require commission charges from their customers, such as would necessarily be entailed were 'Irrevocable Letters-of-Credit' issued.

In all justice to the banks in the Far East it must be said that they exercised due diligence in extending 'Authorities to Purchase,' but the fact nevertheless remains that no responsibility was assumed by them and no protection given to the negotiating bank here other than whatever recourse they might have to the drawer. To my knowledge there has been continued effort on the part of many banks on the coast to discourage, as

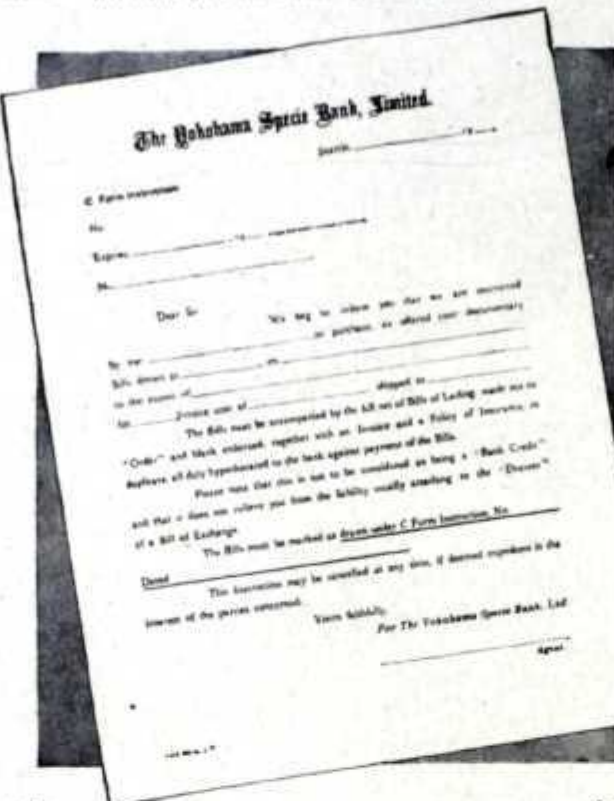
far as possible, the use of 'Authorities to Purchase,' as the danger to merchants here operating under them is only too apparent. It is, of course, to be regretted that American banks with offices in the Far East have given little support to the move of eliminating what may well be termed a vicious practice, in that the instrument has the semblance of a 'Bank Credit' and in many cases has been accepted by merchants as such.

Financial institutions on the Pacific Coast are, I believe, all familiar with the relative value of these forms, but I much fear that among merchants, especially newcomers in overseas trade, there is much that is not quite clear to them on this subject. It would seem very important to have matters of this kind made thoroughly intelligible to the American merchant in order that he may properly protect himself."

Too Many Forms

AT the Seventh National Foreign Trade Convention in San Francisco last year a paper was presented by Mr. Marc M. Michael, treasurer of the Consolidated Steel Corporation, on the subject of "A Standard American Letter-of-Credit." Mr. Michael pointed out the multiplicity of forms of letters-of-credit and the lost motion and lost time on the part of the exporters in endeavoring to satisfy themselves as to the meaning and guarantees of payment contained in the various forms. He stated the ideal of the plainest possible language, clean cut in statement, for letters-of-credit.

This recommendation is now under study by the Executive Committee on Foreign Credits of the National Association of Credit Men.



One form of the "letter-of-authority." It should not be confused by the exporter with the "letter-of-credit"

credit, if he finds that it is of the unconfirmed, revocable character, he should communicate with his foreign customer and have it changed to the confirmed, irrevocable credit which will free him from such risk.

The characteristic of the bank form which is called a "letter-of-authority" (or "authority to purchase") is the statement in it: "This is not to be considered as being a 'Bank Credit' and it does not relieve you from the liability usually attaching to the 'Drawer' of a Bill of Exchange." The letter-of-authority does not claim to be a bank credit (for it is not), and, as a rule, it does carry on it the statement that it is not a bank credit. In connection with its date of expiration, it carries the words, "unless previously revoked or renewed." It also carries the words: "This instruction may be cancelled at any time, if deemed expedient in the interests of the parties concerned." The form of letter-of-authority used in the United States by one of the banks prominent in the trade with the Far East, in giving notification of instructions received from its home office in Yokohama or one of the branch offices, is shown in the accompanying photograph.

Inquiry on this subject was made of a banker on the Pacific Coast who has had much experience in foreign trade financing. In reply he made the following statement:

"In order better to cover the points which you raise it may be well to go back to the time when methods of overseas banking were not common knowledge with banks in the United States, especially on the Pacific Coast,



A "Wells Built" mail order building for Montgomery Ward & Co., at St. Paul. Excavation started April 6, 1918. Administration section partly occupied Oct. 1, 1919. W. H. McCauley, Construction Engineer. Lockwood Greene & Co., American Architects.

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The Nation's Business Observatory

Aiding the American Farmer by Legislative Action—What the Coal Trade thinks of the proposals for Government Regulation—"Ship now" a better business project

THE ATTENTION of American business has again been turned to the plight of the farmer and his much discussed "loss of buying power." The Congress is engaged with projects for his relief but these—particularly the proposed tariff—are meeting with some sharp opposition.

"Buy now" campaigns continue in one form and another. Strong efforts are being made to encourage shipments of road building and construction material for spring work since the railroads report that they are now in a better position

to handle freight than they have been in for many months.

The Calder Committee has labored and brought forth a suggestion for some form of federal regulation of the coal trade. The papers devoted to that industry are replying sharply to the suggestion.

Among other topics discussed in the Observatory this month is the problem of our petroleum supply as some experts see it and the remarkable growth of savings deposits throughout the world.

AGRICULTURE is the backbone of American industry" sounds like the beginning of a campaign speech, but the truth of that venerable platitude is being hammered home again. If the farmers can't buy, what becomes of the sellers? As the December *Bulletin* of the National City Bank puts it:

The drop in farm products lets down practically one-half of the industrial organization, and renders it unable to continue purchases from the other half on the same scale, without a general readjustment of the basis on which the exchanges are made.

The farming population has suffered a loss of purchasing power amounting to somewhere between 30 and 40 per cent, or \$6,000,000,000 to \$8,000,000,000, as compared with last year. It would be very foolish for the people engaged in the other industries to think that they can go on making and selling goods as though this loss had not occurred, enjoying also the benefit of the reduction in farm products.

These figures do not go unchallenged. *The Bache Review*, after writing that newspapers have estimated the lower prices which will be received by the farmers for their crops this year as aggregating a total of \$5,000,000,000, says:

On the whole, it may be fairly concluded that the decline in prices on the entire crop will have brought about a cash loss to farmers of not over two to three billions, instead of five billions.

J. R. Howard, president of the American Farm Bureau Federation, talking recently to the Chicago Conference on Foreign Trade Financing, said:

If at this time the farmers were forced to liquidate or sell what they have, and liquidate their debts, one quarter of the farmers of this central west would go into bankruptcy.

At the same meeting, Julius H. Barnes, former wheat director, threw a different light on the causes of the farmers' troubles when he said:

The actual results of three years' statistics in the actual marketing of wheat is this—and remember out of thirty thousand licensees the grain corporation for the first time has an exact record of the movement from the farm during those three years—that during the first four months of the crop year, July, August, September and October, those three years' movement averaged 71 per cent of the wheat which leaves the farm marketed in those first four months. Eighty-two per cent of your wheat crop leaves the farm; the rest is used for feeding and seedling on the farm. Seventy-one per cent of the amount of the crop which the farmer ordinarily markets leaves by the first of November, and the significance of that is that on the first of November this year the average farm price in this country for the four months then ending was \$2.20, and a year ago \$2.12. That is, that farmer that pursued his normal marketing of wheat was exposed to a price decline of only 29 per cent of the wheat which leaves the farm because

the decline did not come until after the first of November, and I speak of wheat because special emphasis has been laid in Congress and in the current discussions on wheat as being the cause of great distress in the farming communities, and I am unable to believe that is really true.

It seems to me the individual who held his wheat, deceived by this governmental action which created an artificial price level last spring, has held all his crop instead of marketing his normal proportion, and he is hurt and is appealing for assistance.

Shall the farmer be content to wait the orderly and natural course of events which shall bring prices of the things he needs down to a point more nearly equivalent to the prices of what he sells, or shall we undertake artificially to stimulate the prices of farm products?

The business interests of the country seem inclined to the former view. As the *Bulletin*, quoted above, phrases it:

The prices of what the farming population wants to buy must come down to correspond with the prices of what it has to sell. Until then the state of reciprocity which is necessary to the full employment of labor and general prosperity can not exist.

Congress, however, seems to be inclined to take the other view, and by mid December there were introduced in the House alone about 350 measures to help the farmer in one way or another. The two which attracted most public attention were the resolution to revive the War Finance Corporation and the Fordney Emergency Tariff bill, which designs to prevent the importation of farm products from abroad. Its purpose, if not its language, is embargo.

The farmer, somewhat sceptical of the good to come from these measures, is inclined to look upon them chiefly as showing a greater deference to the farmer vote. "Indicative of a growing respect for the farmer strength" is the phrase of *The Prairie Farmer*, while *Wallace's Farmer*, whose editor has been much talked of as the next Secretary of Agriculture, says:

The encouraging thing about the whole matter is that Senators and Congressmen from those states, both west and south, which produce a surplus of agricultural products, are at last working together in a sincere desire to help the farmer, and many of the Congressional representatives from eastern states are joining with them, because they have come to see that the welfare of the nation depends upon the welfare of the farmer.

The individual farmer should not make the mistake of supposing that Congress will be able to find a way very soon to turn his losses into profits. But there is satisfaction in the thought that the people in Washington are ready and willing to do everything they can to help.

The emergency tariff measure gets whole

hearted support from the *Manufacturers Record*, which sees it as working miracles:

This law would pour millions, earned millions, into the south at the moment when the south needs money as it has not needed it in years, opening anew the credit resources and making it possible for thousands of farmers to pull through instead of going bankrupt. These farmers are certain of this relief unless their own Senators prevent it.

Let every farmer ask his Senators if they, in fact, propose to prevent him from securing an adequate and fair price for the things his farm has produced. Theory at this time can be shoved aside. Free trade means peanuts at \$55 a ton, as at present. The emergency tariff measure means peanuts at not less than \$100 a ton. Not all the sophistry in the world can get around that fact.

"A serious menace to domestic industry" is the view of *The Textile World Journal*, which says:

Solely in the interests of their constituents, and with ruthless disregard of the resultant effect upon the country as a whole, Republican and Democratic Congressmen from agricultural states of the west and south are striving to make good their pre-election promises, some in good faith and some in the hope and belief that their bills will be killed in the Senate or by the President's veto. Because of its non-partisan character the movement is rendered all the more dangerous. Representatives of farm organizations form one of the largest lobbies that Washington has ever known, and one that is bringing tremendous pressure to bear upon Congress. With the exception of sporadic protests the urban, industrial and financial classes of the country are making no organized effort to combat this movement, and are depending upon the sound good sense of a Senate majority to defeat or table the most dangerous of the proposed legislation.

A like view is taken by the *American Contractor*, which says:

The most unfortunate feature of all of this emergency financial and tariff legislation lies in its vicious class character, and in the possibility that necessary opposition to such half-baked and dangerous legislation may stimulate friction and misunderstanding between agricultural and industrial interests, and render it difficult without considerable delay to agree upon permanent financial and tariff legislation at the next session of Congress.

The Price Current-Grain Reporter sees in the whole move for legislative aid to the farmer only a case of history repeating itself:

Almost every economic heresy this country has suffered from—the wild-cat banking of the first half of the nineteenth century, the post-bellum green-back fallacy, the later free silver craze—found its origin in a crisis confronting the agriculturists of the country, due to a rapid fall of the product prices, coupled with a collapse in land speculation, and had its support from the farmers in this attempt to avoid the inevitable. The causes repeat themselves because the ambitious and red-blooded men in all lines of business are speculators. They take the

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speculator's risks and suffer the speculator's disappointments and losses, as well as enjoy the profits. Not all farmers speculate in the products of the soil, but few are able to resist speculation in the land itself.

It's a "tangled web we weave when first we practice" to change the tariff. The leather industry is up in arms at Senator Smoot's bill, which put a 15 per cent duty on imported hides with a drawback equal to the full amount of duty paid on all leather exported, made from imported hides.

"A political crime of the first magnitude," is the opinion of the *Shoe and Leather Reporter*, which does not believe that such a tariff would help even the farmers and cattle men. Says the *Reporter*:

It is deplorable that following the general election which will return the Republican party to power a leading senator should have sponsored a bill which, if it has any backing at all, must have been conceived in a spirit of selfish interest willing to penalize the whole country for the special benefit of a few. As a matter of absolute fact, a tax on hides and skins would injure every man, woman and child in the United States, and, in the final analysis would not result in the livestock men receiving more money for their beeves.

The World Starts Savings as the Times Grow Harder

THE less money one has the more he saves. That paradox seems to be true of the whole world in the opinion of *Saving Banks*, the monthly journal of the Savings Banks Association of New York State, which says:

Savings throughout the world show substantial advance. The greatest inclination to deposit money in savings institutions is shown in Italy, France and Germany. Trustee savings institutions in England also have shown remarkable progress. The apex of savings deposits in Germany was reached in the month of June, but has rapidly declined during the following months.

A study of the causes for the unparalleled deposit of savings shows that it is due in practically every country to slackened industrial and trade conditions. In other words, there is strong indication that when a nation is on the verge of unsettled financial and economic conditions, the total volume of savings deposits rapidly increases. On the other hand, when prosperity is on the increase there is a strong tendency in human nature to spend money with greater thoughtlessness. Hence, a decline or standstill in savings deposits during such a period. Savings deposits in the United States during recent months show a steady development.

Call for Coal Regulation Stirs Up That Industry

THE SENATE COMMITTEE, which set forth "to inquire into the general building situation," seems to have been chiefly impressed with the sins of the coal trade and is prepared to resort to the old familiar remedy "government regulation." A mild dose at first, merely a law to compel the filing of "frequent and regular reports" by coal operators, wholesalers, jobbers and retailers. If this does not cure the dose may be increased to the point of federal licensing.

Senator Kenyon, aghast at the "continuous plundering," stands ready to go farther:

"I, for one," said he, "harsh as the remedy may be, shall favor taking over the mines. . . . That would, of course, be a last resort."

The demand for legislation aimed at the coal industry is not confined to the Calder committee. Senators report that they are being pressed with demands for government ownership or regulation and that these demands are coming from quarters which do not ordinarily favor such legislation.

Significant perhaps of this feeling is a

Survival of Your Business

depends mainly upon "Executive Control" which has its limiting factor in accurate decisions.

Why guess, or gamble, when you can base all your decisions on facts?

In the acquisition of facts, and the basing of policies on logical deductions from them, there are certain principles which are rapidly changing the whole face of modern business.

Their influence may not be apparent but, day by day, they are creating conditions with which you must reckon.

Are you open-minded to methods and plans that have a vital bearing on the survival of your business?

Send for Bulletin

L. V. Estes, Incorporated, has prepared an instructive pamphlet about operating costs and executive control. It outlines means by which big, industrial concerns attain their leadership over competitors through means that every executive can apply to his business. The booklet will be mailed without charge to interested executives. Please write on your business letterhead.


Merely ask for Bulletin No. 2132

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HOW THE TAXPAYER BENEFITS BY THIS EXPERT LUMBER ADVICE

ALL along the Atlantic Coast there are summer resorts with miles and miles of boardwalk, trodden by millions of feet and drenched with surf and sea fog.

Some of these boardwalks have been in service for 25 years, and are still sound and whole. The right wood in its proper place.

Others have been replaced every few years. The wrong wood for the purpose; or the right wood wrongly specified.

A good example of the need for an expert lumber service.



America uses more wood per capita than any other country in the world.

As in the past, so in the future, much of the development of the Nation depends on its lumber supply.

The typical citizen is accustomed to lumber. He naturally takes it for granted he knows all about it.

It will pay him, both in his private interests and as a taxpayer to check over what he really *does* know about choosing the most practical wood for a specific service!

It is something of a shock to the man who thinks of lumber vaguely in terms of "a nice clear board" to come face to face with questions about the specific quality of the various kinds of wood.

Which is best for strength? Which for exposure to weather? Which for interior trim?

Far-reaching questions—make no mistake about that!

Detailed, scientific knowledge of the species of lumber, their characteristics and

availabilities, means *durable* and *economical* building today.

More than that, it means ample supply of lumber, present and future, for all essential needs—*conservation* and *economy* through the use of the *right* wood in its proper place.



This knowledge can be had by any lumber purchaser who wants to make use of it.

As substantial factors in the lumber business, the Weyerhaeuser people want to put at your service the results of their experience and investigations covering many years.

To this end we will supply to lumber dealers and to the public, any desired information as to the quality of the different species and the best wood for a given purpose.

This service will be as broad and impartial as we know how to make it. We are not partisans of any particular species of wood. We advise the best lumber for the purpose, whether we handle it or not.

From now on the Weyerhaeuser Forest Products trade-mark will be plainly stamped on our product.

When you buy lumber for any purpose, no matter how much or how little, you can look at the mark and know that you are getting a standard article of known merit.

Weyerhaeuser Forest Products are distributed through the established trade channels by the Weyerhaeuser Sales Company, Spokane, Washington, with branch offices and representatives throughout the country.

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Producers of Douglas Fir, Western Hemlock, Washington Red Cedar and Cedar Shingles on the Pacific Coast; Idaho White Pine, Western Soft Pine, Red Fir and Larch in the Inland Empire; Northern White Pine and Norway Pine in the Lake States.

B



Set an L. B. Stock record to "watch your inventory"



Stock-on-hand is as important these days as money-in-bank.

An L. B. Stock record will keep you correctly advised. It keeps strict tab on every item of stock received, delivered, on hand.

Take the experience of The Hoosier Manufacturing Company, makers of Hoosier Kitchen Cabinets. Stock records formerly were kept in loose-leaf form, posted by hand. We suggested the L. B. Stock record (cards), mechanically posted.

The question was: Could the machine-posted stock record be used to advantage, with only 1,200 items and 400 postings a day? The case was proved—the L. B. Stock record, machine-posted, installed. It has (1) saved time in posting, and (2) proved *much more accurate*.

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paragraph from an editorial article in a recent number of the *Bulletin* of the National Electrical Light Association, whose members ought to know something of regulation. The *Bulletin* points out that rates for electricity are fixed on "contract price" coal and that speculators' profits on spot coal must come out of the public's pockets in the shape of increased tariffs. The answer is:

Utilities must be enabled to secure coal at contract prices, where contracts exist, and at fair prices when compelled to purchase in the open market. Utilities must store at least one month's surplus of coal within the next four weeks for the protection of the public. Governmental agencies must see to it that this is possible.

"Rant, dethroning reason" is what the *Coal Trade Journal* finds in the "splenetic reports on the coal situation." It adds:

The wail that "private interests now in control of the production and distribution of coal are unable to prevent a continuance or a repetition of the present deplorable situation" reveals both ignorance, or worse, and insincerity. "The private interests now in control," aided by developments in the transportation situation and the workings of the law of supply and demand which they can not control, have prevented a continuance of the "deplorable situation" of which the report speaks. An examination of the present range of spot prices and the rate of deliveries upon contract commitments is convincing proof of this. The insincerity of the wail lies in the fact that the coal producers and distributors are stopped by law from taking concerted action to artificially check prices. The right to enter into price combinations is enjoyed only by the farmer. Were the Senators sincere, they would tell the nation that the antiquated Sherman law should be amended.

A calmer view of the report is taken by *The Black Diamond*, which points out that natural causes had stepped in to remedy some of the evils complained of, before the Senate committee could get its report in type. Here is *The Black Diamond's* view:

The coal market has responded to the industrial depression and soft weather with far more alacrity than it ever has responded to a control superimposed by government.

There is no high priced coal market today within the boundaries of America. There is no profiteering, unless taking a loss can be called profiteering. It is no longer a sellers' market; it is a buyers' market in every detail.

Hence, regardless of the value of the committee's report as an historic document, it is practically valueless as a basis for governmental action, since it does not portray conditions as they are.

It is out of date, and new and accurate information should be taken into consideration by the Senate before attempting to legislate further on the coal question.

The same point is made by *Coal Age*:

In the first place, the committee takes on cognizance of the fact that the "present deplorable situation" has been already largely cured, that prices, particularly of bituminous coal, are again low; that the comparatively small percentage of producers of anthracite, who were collecting exorbitant premiums on their small outputs, have been compelled by the law of supply and demand to lower prices; that no one has suffered from cold because of lack of coal, and that the country is well stocked and is fast losing interest in scarehead stories about the "coal barons."

"Start Something" Urged on Rail and Construction Men

ALL OVER the land one industry nudges its neighbor and says, "Well, start something. Why don't you get busy? If you'd only begin, I could follow."

Last month in the Observatory, something was said of the demand that the railroads do their buying at once, even in the face of a falling market. The railroads have an answer: "Ship now!"

(Continued on page 48)

THE TONAWANDAS



Ample Financial Resources

Dear Sir:—

The combined resources of financial institutions on the Niagara Frontier are measured by the billion; and this community is a part of the Federal Reserve District, which includes New York City, the banker of the world.

Civic pride is high within the community, and most financing can be successfully accomplished without recourse to outside financial centers.

If, perchance, capital must be attracted in such volume as to make the assistance of New York or other large financial centers necessary, it can be accomplished through the direct connections of the Frontier financial institutions.

The ability to finance your building or extension plans, your manufacturing needs, your sales promotion, is therefore at hand on the Frontier.

Very truly yours,

CHAMBER OF COMMERCE OF THE TONAWANDAS

TONAWANDA, N. Y. -- NORTH TONAWANDA, N. Y.



In the Heart of America The Tonawandas

1. The Chief Marine and Rail Gateway between the Great Lakes and the Atlantic, and between the United States and Canada.
2. Reliable, and cheap electric power from Niagara.
3. Superior labor supply, with open shop the rule.
4. Within 12 hours' ride of 70% of United States' and 80% of Canada's population.
5. Basic raw materials and diversified manufacturing within or close to the community.
6. Progressive living and working conditions; center of rich agricultural and fruit belt; equable climate.
7. The billions of financial resources of the Buffalo-Niagara Frontier District.



**Send
For
This
Booklet**

Cut out this corner as a reminder to write for Free Illustrated Booklet on the Tonawandas. Please use your letterhead.

What's Coming 1921?

Will stocks move up or down?

How about money rates?

What will happen to bond prices?

Babson's Reports

Special Barometer Letter just off the press, outlines coming conditions for you. With this information you can see what's ahead and plan your year accordingly. It contains forecasts of vital interest to every investor.

Report on Request

This Letter and Booklet—"Getting the Most from Your Money"—will be sent to interested investors, without charge. Clip out the Memo—now—and hand it to your secretary when you dictate the morning's mail.

Merely Ask for Bulletin B-41

The Babson Statistical Organization
Wellesley Hills, 82, Boston, Mass.

The Largest Organization of Its Character
in the World

CLIP OFF HERE

Memo For Your Secretary

Write The Babson Statistical Organization, Roger W. Babson, President, Wellesley Hills, 82, Boston, Mass., as follows: Please send me a copy of Barometer Letter B-41, "What's Coming in 1921" and Booklet "Getting the Most from Your Money"—gratis.



Stress is laid on the fact that a condition without precedent in late years now exists: that the railroads are able to handle more freight than is being offered to them. Lumber, says *Railway Age*, is scarce in retailers' hands but piled up in the northwest and south. The situation in coal and building materials is similar while the railroads are running 25 per cent under capacity. The *Railway Age* sees a certainty of a return to old conditions, for the railroads have taken no long step toward increasing their capacity. It says:

The *Railway Age* tenders the slogan "Ship Now" as one which ought immediately to be adopted by the business interests and the people of the country. The only way it can be made possible for the railroads to handle anywhere near satisfactorily, with their existing facilities, the present normal commerce of the country, is for freight to be shipped in something approaching uniform volume throughout the entire year. The time is past and will not return again until there has been a great increase in railroad capacity, when the railroads can satisfactorily handle all the freight offered to them if, as was the case in past years, it is offered to them in only small volume in about eight months of the year and in very large volume in about four months of the year.

Shippers must, under present conditions, ship not just when they want to, but when they can get cars. If shippers who can now get cars do not ship now, they will have no just ground for complaining if, when a few months hence they want to ship, they are not able to get cars.

A like view is taken by *The American Contractor*, which cannot see how construction can be much longer delayed. That authority answers the vexed question of whether prices are now at their lowest by saying:

Are you aware of the fact that some very large concerns—the sort that study the trend of fundamental forces and bases business on economics—recently bought heavily in lumber? These concerns have convinced themselves that they will make money by buying now. They are convinced that there is to be a rebound in lumber prices by spring.

The significance of this buying is a thing worth weighing. There will be available for highway construction in the United States next year more than a billion dollars. The Chamber of Commerce of the United States right now is taking a referendum vote on the subject of a national policy toward the public utilities. The leadership in the chamber realizes that extensions and improvements of these utilities can not be deferred much longer; that construction activities must be undertaken in that field during 1921. The railroad construction program in 1921 will not be less than a half-billion dollars. Hold in your mind for a minute these three phases of the construction program and contemplate the enormous demand for industrial, business, recreational, public and residential buildings!

Here and there you will find an exception, but in the main building material producers are not overstocked. They are, as a rule, understocked. None is prepared to meet a building program of unprecedented dimensions.

It is just common business sense to get contemplated projects into the hands of the architects, engineers and contractors as soon as possible if one is to make the most of the favorable conditions which we have a right to expect by April of 1921. Not only is it good business to have a commitment from the professional and building talent required for handling a given project, but it is equally prudent to have every reasonable assurance on materials.

One immediate relief is pointed out by the Lakewood Engineering Company, which has been urging upon the city and county authorities and highway contractors the possibility and the wisdom of making shipment of highway material during the winter and early spring. Highway work actually goes on for not more than 100 days in a year, and delayed material is one of the causes of reducing that number. A bulletin issued by the company thus answers the objection which underlies all the opposition to "do it now" talk:

(Continued on page 52)

Heart Securities



IN the accumulation of material profits have you checked up your physical liabilities? Do you know just what these liabilities are? Have you figured out the usurious rate of interest your ceaseless work is piling up against them every day? Principal and interest must be paid. Have you thought of "when" and "how"?

Cover these physical liabilities. Invest in "Heart" Securities—the gold bonds of life—guaranteeing maximum interest payable daily, hourly, in the gold coin of vigorous health and prolonged usefulness.

In this connection

THE GLEN SPRINGS

Watkins Glen, N. Y., on Seneca Lake

WILLIAM E. LEFFINGWELL, President

The Pioneer American "Cure" for Heart Disorders

Not Glen Springs for a new cure, but Glen Springs for a Health Investment—intelligent looking over of your human machine, especially your heart—to detect and correct weakness in time to the best of human ability.

Its powerful Nauheim and other mineral waters, diagnostic and X-ray laboratories and scientific treatment under physicians and specialists are recognized in the medical world. It is the only place in America where the Nauheim Baths for heart and circulatory disorders are given with a natural, calcium chloride brine.

Situated in the beautiful Finger Lakes Region of New York State. Clear, dry, invigorating atmosphere. Every comfort for yourself and family. Open all year. Winter and early Spring months, when the elements of oppressive weather are absent, are most desirable.

Check up on your physical liabilities. Invest in "Heart" Securities.

Illustrated booklet with detailed information will be sent on request





-and now comes halftone printing on bond paper

THE history of the printing industry is a record of achievement and progress

One bright page of this history records the conception of the halftone, the ideal medium of pictorial reproduction.

In the annals of commerce, meanwhile, the typewriter was superseding the pen, and the old-fashioned, smooth writing paper had to give way to the tough, crisp paper which typewriting demanded, *bond paper*—since become the aristocrat of papers.

Halftone reproductions of various objects on bond paper have been much desired because of the latent tremendous advertising power in pictorial correspondence; but up to this time it has required considerable printer-skill to combine the halftone and bond paper.

Now comes the Certificate Process—recently made available to employing printers upon application to the Crocker-McElwain Company, makers of *Certificate Bond*. This process is a simple method applied to the printer's makeready which brings out on bond paper every detail of the halftone, producing a rich, mellow effect.

Certificate Bond may now be used in printing your folders, multi-page letters, and loose-leaf catalogs. Your

regular letterhead may now carry halftone illustrations of your product or your plant. While this has always been possible by lithography, it now becomes practicable whether you use lithography or letter-press printing.

The many rich colors of *Certificate Bond* will lend dignity and beauty to your business literature. In addition, its strength and durability will carry each piece through to the reader in good shape. *Certificate Bond* stands the wear and tear. It folds easily without the danger of ripping.

"The perfect advertising medium"—*Certificate Bond*—costs less than the better grades of catalog paper by sheet area. Booklets and catalogs made up of it cost less to mail. The Certificate Process, in cutting down the cost of halftone printing on bond paper, has made it the most practical, desirable paper for business purposes. Your printer is almost certainly acquainted with this epochal development; but if not, complete instructions are instantly available to him without cost, upon application.

["A Demonstration" shows beautiful halftone effects of commercial and artistic subjects, in black-and-white and four-color process. This portfolio will be sent free on request.]

CERTIFICATE BOND

CROCKER-McELWAIN COMPANY

RACE STREET, HOLYOKE, MASSACHUSETTS

How to Sell in a

No use to discuss all the *whys* and *wherefores* of this buyers' market—the one big vital point that interests you, is that you've got to get more business.

And there's just one solution—"the way to get business is to go after it." You've got to fight for business as you haven't fought for years. You've got to use every legitimate selling help you can lay your hands on.

But this buyers' market is nothing new to you, though it may be to many of your men. If you could get out on the road right now, you'd know just how to turn the trick.



The Franklin Simon Co., New York, use the Multigraph every minute of the day in every department of their store for printed matter and sales letters.

But of course you can't handle the problem that way. Besides it would take weeks for you to cover a single state—and what you've got to get is quick action in every nook and cranny of your field.

And Here's How You Can Do It!

At small expense and with all the vim and push you would put into it yourself if you could talk with every salesman, every customer, every prospect. A simple idea, but a mighty big one—sell with the Multigraph.

Start with the sales force. Why not fill the boys full of your pep, speed and hard-earned knowledge, your selling power, your inside information, your day by day slants on the situation?

No, no need to call a sales conference. You've got to keep the boys on the firing line every minute. But you can have weekly, even daily "talks" with every one of them just as if they were right across the desk from you.

With the Multigraph you can keep every man right up on his toes every minute of the day, every day of the year. You can get every ounce of your own personality and enthusiasm over to him. You can show him that the home office is pulling for him strong. You can shoot him trade tips and information an hour after you get them. You can show him how to increase his efficiency, how to build up his sales totals.

But Why Stop There?

Why not make the Multigraph actually take part in the sale by using it to break down sales resistance before the salesman arrives on the scene.

With the Multigraph you can lay down such a barrage of sales letters, folders, booklets—printed overnight if need be, and always at small expense—that when a salesman hits a town he'll find the latch string out. The Multigraph will have given all the necessary advance information so that the salesman can devote his entire call to landing the order.

And Between Calls—

No need to let the customer's good-will cool, no danger of a competitor picking off an order when your salesman's back is turned. The Multigraph with its quick-fire printing, will enable you to keep a stream of your personality and sales power flowing to the customer all the time. A house organ full of up-to-the-minute stuff (you don't have to wait to print it on the Multigraph)—a two minute talk on trade conditions as they exist today—a new price list—a folder describing a new product released by the factory just 24 hours

ago—shot after shot from the Multigraph that won't let the customer forget you for a minute.

The Multigraph is No Experiment—

It has been doing all these things, and more, for years. It has built up many businesses from the start. It has put across the final punch for many an advertising campaign by localizing and intensifying the appeal of publication advertising. There is no end to the goods it has sold by mail. It has collected funds. It has turned the business building trick for banks.

In fact it's almost impossible to find any business concern—wholesaler, retailer, manufacturer, or financial institution—that can't use a Multigraph and make it pay and pay big.



The Ronald Press Co., New York, keep their two Multigraphs busy printing sales letters, office forms, and letters to their customers.

Write for free 32-page booklet

These paragraphs merely hint at how "Sell with the Multigraph" can be applied to your business. Our free, 32-page booklet, "How to Sell in a Buyers' Market" gives complete, vitally important information—facts and figures that no business man can afford to do without. Ask for your copy now!

Wire, phone, write or use the coupon!

You can't buy a Multigraph unless you need it

SELL with the

Print it on the Multigraph

The Multigraph is a small, compact, rapid rotary printing press. It prints from real type, or from curved electrotypes, with real printer's ink. Colors if desired. And you can use illustrations. Electrically driven or hand operated.

It is also a multiple typewriter. Reproduces highest grade typewritten letters in quantities, through a ribbon or direct from type.

The equipment includes an easily operated typewriter, which sets typewriter and other type faces.

Equipments to Fit Every Business

There is such a wide variety of equipments and attachments to choose from, so many different combinations that can be made to meet the peculiar needs of any business, that it is impossible to set up hard and fast standard equipments.

The simplest way to find out exactly how the Multigraph will sell and save and earn for you, and just what sort of equipment your business needs is to check the list on the opposite page, fill in the coupon and mail to us at once.

Sales and Advertising Portfolio

With every Multigraph Equipment for Retailers we furnish, FREE, a portfolio containing valuable business building suggestions and 50 sales letters written by Frank Farrington, the well-known authority on retailing.

THE AMERICAN MULTIGRAPH SALES CO., Cleveland, Ohio, Offices in Principal Cities
THE INTERNATIONAL MULTIGRAPH CO., (Britain) Ltd., 18-18 Holborn Viaduct, London, E. C. 1
THE INTERNATIONAL MULTIGRAPH CO., Paris, 24 Boulevard des Capucines
THE MULTIGRAPH SALES CO., Ltd., 84-88 Bay St., Toronto, Canada, Offices in Principal Canadian Cities

Buyers' Market



The Central Union Trust Co., New York, use their Multigraphs for printing stock receipts, reports, deposit slips, form letters, and the like, as well as the many file cards and forms needed by a large bank.

MULTIGRAPH

FILL IN AND MAIL THIS COUPON NOW!

The MULTIGRAPH, 1802 E. 40th St., Cleveland, Ohio—Send me, without obligation, the free booklet, "How to Sell in a Buyers' Market," and full information about the Multigraph. I am interested in the Multigraph for printing the various items checked below.

Manufacturing Department	<input type="checkbox"/> Form Letters	<input type="checkbox"/> Price Lists	Firm _____ Our Line is _____
<input type="checkbox"/> Shop Forms	<input type="checkbox"/> Circulars	<input type="checkbox"/> Imprinting	
<input type="checkbox"/> Time Cards	<input type="checkbox"/> Bulletins	<input type="checkbox"/> Post Cards	
<input type="checkbox"/> Delivery Slips	<input type="checkbox"/> Order Blanks	<input type="checkbox"/> Sales Letters	
<input type="checkbox"/> Shipping Notices	Office and Administrative Departments	<input type="checkbox"/> Letterheads	Name _____ Official Position _____
<input type="checkbox"/> Special Notices	<input type="checkbox"/> Envelopes	<input type="checkbox"/> Office Forms	Street Address _____
Sales Department	<input type="checkbox"/> Invoices	<input type="checkbox"/> Post Cards	
<input type="checkbox"/> House Organs	<input type="checkbox"/> Statements	<input type="checkbox"/> Memo Pads	
<input type="checkbox"/> Mailing Cards	<input type="checkbox"/> Collection Letters	<input type="checkbox"/> Blotters	
<input type="checkbox"/> Envelope Enclosures	<input type="checkbox"/> Folders	<input type="checkbox"/> Notices	Town _____ State _____ Nat. Bus. Pub.



The number of investors in the United States has grown many-fold within recent years. Their increasing transactions in the purchase and sale of securities have made it necessary for leading Banks greatly to expand their facilities.

Through the operation of its Securities Department, — The Mechanics & Metals National Bank aims to give to its clients practical assistance in the choice of their investments.

Send for Booklet
"An Investment Service"

Correspondence cordially invited

Established 1810

THE MECHANICS & METALS NATIONAL BANK

of the City of New York

20 NASSAU STREET

BRANCHES

10 Broadway

Columbus Avenue and 93rd Street
Madison Avenue and 60th Street
Seventh Avenue and 58th Street
Third Avenue and 116th Street

First Avenue and 103rd Street
Broadway and 86th Street —
Amsterdam Ave. & 125th Street
Second Avenue and 14th Street

Capital — Surplus — Profits — \$25,000,000

There now seems no possible reason to look forward to lower prices for materials next year. Freight rates have increased, and a larger demand for material is expected. The demand is increasing in many localities faster than the supply. Freight rates and the law of supply and demand are the two principal factors governing price. Therefore, it does not seem that material prices will go down. Yet even if there were hope for a decline by next season, the extra cost to the contractor buying his materials for winter and spring storage will really be only a small insurance premium guaranteeing that he will not have to close down his work every few days to wait for materials. Such slight extra cost is mighty cheap insurance.

Is Germany Outdoing Us in Making Steel Castings?

A BERLIN dispatch to *The Iron Age*, which said that "modern steel casting technics have now reached a pitch of perfection which robs brass of much of its boasted superiority," moves that paper to speculate on the future of our copper exports:

The fact that German steel foundries have so perfected their products that these can be used in place of brass is perhaps not so surprising when it is remembered that Germany before the war had a reputation for superior work. The matter is of unusual interest not only to American foundrymen, who of course would like to do equally well, but also to copper exporters. If steel castings can be so made as generally to supplant brass, the German consumption of copper will be cut down. This fact, together with the economic reasons mentioned, will tend to limit Germany's use of copper which before the war was not far from one-half the American output.

Gasoline Wastes and Ways by Which We May Check It

OUR GASOLINE future is a thing to be faced, but it is not to be solved by vague optimism, nor need we be "plunged in a gulf of dark despair." J. O. Lewis, petroleum technologist of the Bureau of Mines, made this pertinent comment to a recent convention of independent oil men:

"The limited supply of whales was a vital problem in illumination before kerosene came into general use."

There is a way out, he believes, but it needs concerted and skilled effort to find it. Mr. Lewis points out that "We cannot rely upon our own crude petroleum to meet the ever-increasing demand for petroleum products." Retorting coal, plant alcohol, shales and bituminous sands are all familiar subjects in discussions of this subject, but one source sometimes forgotten was thus described:

Our oil fields contain much raw material upon which we have not reckoned in the past. I refer to the oil left underground after the usual production methods now in vogue have brought the wells to so-called exhaustion. I believe that the evidence now before me is such that I dare claim that after we have brought our wells to the point of abandonment we shall be able to go back and get from them half and possibly as much again more oil than they had produced previously. This means that to the five billion barrels already produced and the seven billion estimated in our reserves another six to twelve billion barrels are to be added.

Savings in manufacture and in use are both needed. The Standard Oil Company has urged in its magazine, *The Lamp*, that automobile builders give attention to the manufacture of engines of smaller gasoline consumption and Mr. Lewis adds his voice:

I have reserved one of the points that appeal to me as being most practical and important to the last. I refer to conservation—conservation not only in production but also in its use.

The producers of petroleum and its products should examine critically and minutely every stage in the production, transportation and refining of the oil. Recently an investigation of this bureau, carried on in a comprehensive manner in cooperation with a number of large companies, disclosed large losses by evaporation from crude oil in storage. The data indicates that a 20 per cent loss of the gasoline content is probably conservative, and that at least half of this may be economically saved. Now that it is known, such conditions should be corrected as soon as possible and all similar leaks should be stopped.

The consumer has an equal responsibility placed upon him. Our automobiles are needlessly extravagant and inefficient. No one knows how much the consumption per car might be reduced by improved construction and operation. Cracking heavy oil into gasoline is an economic loss which should be tolerated only until the problem of a satisfactory automotive engine for consuming the heavy oils can be solved. In cracking there is both a loss of material and a loss because of manufacturing costs, yet the gasoline resulting yields hardly half the power in the automotive engines of today that the original heavy oil would in the Diesel type of engine.

An excellent study of the situation has been issued by Arthur D. Little, Inc., under the title, "The Petroleum Outlook." Its conclusions are not all parallel with those reached by Mr. Lewis, and its outlook is a little less hopeful. Here are some of the conclusions reached by the Little company:

The automotive fuel requirement is an economic necessity which must be met, which can be met only by the oil industry, and which the public will exact of the industry. It cannot draw further from kerosene, for the gasoline refinery cut has already taken over all that the essential in the kerosene market can spare. The next thing in line is gas oil and following this fuel oil. The still lower lubricating fractions are no less a necessity than gasoline. Accordingly, the first step in the program of retrenchment is to cut the gas industry off and appropriate gas oil to automotive use. There are two lines along which this process of adaptation may follow. One is, to suit the engine to the oil; the other to suit the oil to the engine. The former is by far the more economical procedure, but the latter was first call and is the likeliest to be followed.

Fuel oil, the next in line, must shortly follow the course already taken by gas oil. As a matter of fact this, the second step in the program of retrenchment, is already in process. One, at least, of the great refinery interests which some months back withdrew gas oil from the market, has now arranged to discontinue the sale of fuel oil, as such, entirely.

The oil industry, in short, is face to face with the issues of its remarkable career even in respect to motor fuel. In making the most of its opportunities for expansion, especially in connection with the war, it has assumed economic responsibilities far in excess of what it can hope to meet. Some of these, the less essential, it must now get cut from under in order to go on meeting the other and more essential ones. Unfortunately, it is in no shape for the task, for it lacks the requisite capacity for coordination of effort, and along with this it has traditions which leave it lacking in public confidence. It faces the need of building up public confidence even as it seemingly violates public trust in not measuring up to the responsibilities it has assumed. In the public eye the industry is essentially a motor fuel industry, or, in other words, a transportation industry. In this respect effectiveness in the oil industry is no less direct and no less essential in its bearing on public welfare than in the case of the railroads, and the price of failure in the one may be seen in the history of the other.

In a recent article in *Chemical and Metallurgical Engineering*, William A. Hamor, assistant director of the Mellon Institute, pointed out that whatever be the future of



Follow Coronado

Four hundred years ago, that spirited adventurer, Coronado, set out to find in the vast, unknown Southwest the "Seven Cities of Cibola."

Today, those golden cities of ancient legend actually exist—their marvels yours to discover on the Sunset way to California.

Enchanting New Orleans—historic Houston—the inspiration of the Alamo in San Antonio—El Paso with its colorful scenes and picturesque Mexico just across the river—Los Angeles and the California beaches bathed in sunshine—Santa Barbara and San Francisco—here is a modern adventure in discovery whose charming realities are more beautiful and interesting than bold Coronado's most vivid dreams.



Take the Sunset Route to California

Every mile a Scene worth while

SUNSET LIMITED

New Orleans
San Antonio

Los Angeles
San Francisco

A mild, sunny route all the way with Observation Car, Through Dining Car and other comforts of modern travel. Tri-weekly Sleeping Car Service to Globe, Arizona, for the side trip to ROOSEVELT DAM, on the APACHE TRAIL.

For Information and Literature address

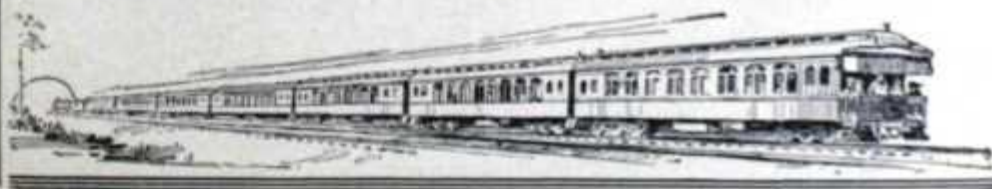
SOUTHERN PACIFIC LINES

New York
163 Broadway

Houston
Southern Pacific Bldg.

New Orleans
Pan-American Bank Bldg.
Tucson, Arizona

San Francisco
Southern Pacific Bldg.





BUREAU OF CANADIAN INFORMATION

The Canadian Pacific Railway, through its Bureau of Canadian Information, will furnish you with the latest reliable information on every phase of industrial and agricultural development in Canada. In the Reference Libraries maintained at Chicago, New York and Montreal, are complete data on natural resources, climate, labor, transportation, business openings, etc., in Canada. Additional data are constantly being added.

No charge or obligation attaches to this service. Business organizations are invited to make use of it.

THE CANADIAN PACIFIC RAILWAY DEPARTMENT OF COLONIZATION AND DEVELOPMENT

Chicago
165 E. Ontario St.

Montreal, P. Q.
335 Windsor Station

New York
1270 Broadway

our gasoline supplies and whatever might be done in the way of developing substitutes, we are not making the best use of what we have. There is a wide field for the study of the petroleum hydrocarbons. One route to be opened up may lead to a successful synthetic rubber. In dyestuffs also there is a vast territory as yet little explored. Summing up, Mr. Hamor says:

The time may be foreseen when, through the accomplishments of technochemical investigation, the petroleum industry will yield a range of fuels for the internal-combustion engine only; kerosene in quantity narrowing to that desirable for country use and export trade; lubricating oils adjusted to the growing demands of mechanical power; and an ever-widening range of chemical products supporting a great petroleum by-products industry, rivalling if not exceeding the coal-products industry in importance. In respect to the last, it should be emphasized that the United States today faces an opportunity similar to that which twenty years ago confronted both Germany and the United States as regards the manufacture of dyestuffs, explosives, fertilizers, drugs and other chemicals from the non-fuel components of coal.

Government Operation Abroad

IN THESE DAYS of Shipping Board investigations and criticism of government operation generally, it is interesting to observe that our friends in Great Britain, whose good works are often held up to us as evidences of how things should be done, are not without their critics.

Representatives of the employers and the employed in the engineering establishments recently considered the question of consolidation of pre-war and war-period wages. One of the difficulties encountered in reaching an amicable settlement of the differences involved, was the bonuses granted during the war. *Fairplay*, a world-known English marine journal, referring to that subject, calls attention to a letter written by an employer to the Ministry of Munitions, soon after one of the bonuses had been established. Says the writer of the letter:

"I have no personal acquaintance with those who, being forsaken of wisdom and devoid of understanding, are left in charge of such vital matters as the arrangement of industrial wages. The department's ignorance of the fundamental conditions of ship practices, as evidenced by the wage's conditions lately promulgated is colossal." The writer hoped that when the war was over sufficient money would be left "to build in some prominent part of London a large pyramid of jackass's skulls, and on each side of it a large and impressive slab of white marble with this inscription: 'Sacred to the undying memory of those who, during the period of stress and trouble made a hell of a mess of everything they interfered with, and called it control.'"

"Please understand," said the writer, "that it is not only because of the advance in wages that I write this, but also because of your method of paying them. I wonder if any of you have had any practical experience of making up and paying wages? Surely not, or we should not have received such an excruciating funny order as to add 12½ per cent to a time rate. It would no doubt shock you to hear the opinions expressed on your sanity by the lady clerks, but all the same I wish you could."

"Beating the Dollar Exchange"

BEATING the dollar exchange" has been one of the preoccupations of the average American salesman in Europe and the

Europe

The incentives to travel abroad have always been many-fold. In addition to the longing for change of environment, rest and recuperation, there is the ever-present desire to see the Old World with its historic scenes, treasures of art and all those many other things worth while.

The field of sport has a special attraction to offer this year in the International Polo Matches which will be played at Hurlingham, England, in June.

Next season's traffic to Europe is likely to be heavy. Reservations should be made early and you should travel by

Cunard-Anchor

There is no Better Way

Apply 21-24 State Street, New York

Or Branch Offices and Agencies throughout the U. S. A. and Canada.



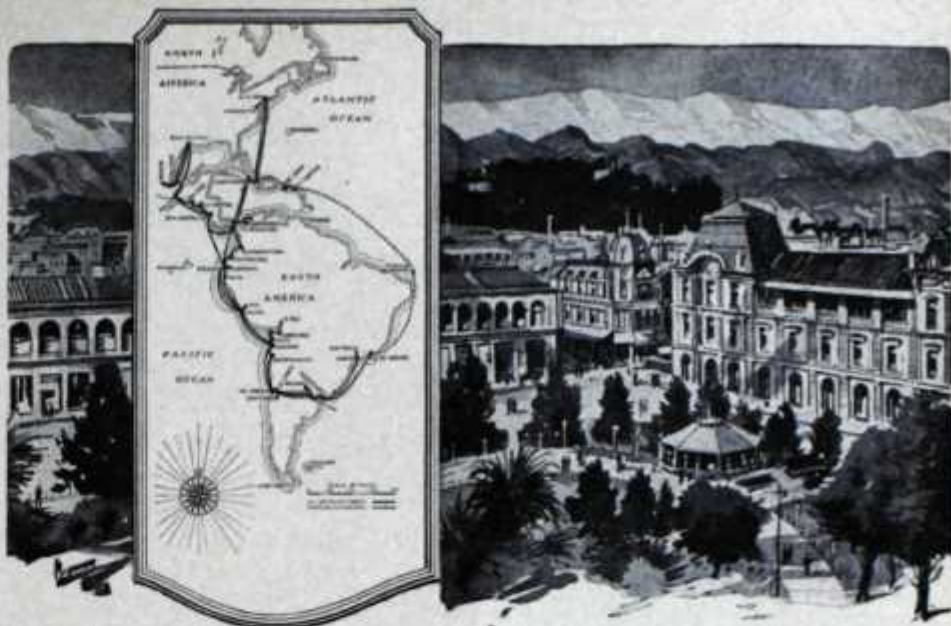
average European buyer, since the foreign exchanges of Europe took such a slump in 1919. In foreign trade circles here and abroad there has probably been more pencil pushing on this subject than on any other. Man after man has worked out what he believed to be a solution, has taken it to his banker or has discussed it with his colleagues, and has wound up by depositing the original big idea in the waste basket and resumed pencil pushing on a new one. The thing that is so greatly desired is to figure out how, for the present sale of American merchandise in the markets of England, France, Italy, etc., the dollar price of American goods, wares, and merchandise can be eased to the foreign purchasers by making the 1921 conversion value of the pound sterling, franc, lira, etc., as great as it used to be when figured in dollars and cents on its ordinary exchange parity.

International economic conditions are such that this greatly to be desired elevation of the foreign currencies in terms of the dollar is, for the moment at least, out of the question. The foreign customer who buys dollar merchandise in pound sterling, in francs, or in lire is faced with the payment of the exchange premium that raises the price of the merchandise to him in terms of his currency to a point where he is forced to limit his purchases to a minimum. This leads to a cutting down on American exports and to a consequent shortage of desired American products in the foreign market. Juggle the figures all you want to, you cannot make the pound sterling, the franc, or the lira, equal to their par values of \$4.8665 or \$0.193.

Here's the Question

ADMITTING this, and still hewing to the line of selling American merchandise in these foreign countries, the next question is: Are the foreign exchanges going to improve in the reasonably near future? If the chances are that the foreign exchanges will improve materially within a year or two, is there not some way in which the American exporter can make the prospects of future improvement the basis for present sales? If the pound sterling, which is now (end December, 1920) worth approximately \$3.50, will within a year, or even two years, be worth \$4.50 or \$4.25 or even \$4.00, cannot the financial expert work out a financial arrangement by which the foreign customer can now take advantage of the anticipated future improvement? Practically all the schemes that have been advanced for easing the terms of present sales have future improvement in view. The foreign customer is undoubtedly willing to buy dollar merchandise on the basis of the parity of exchange of his currency. The American seller, however, fully conscious of the deterioration in the market of the foreign currencies, must insist on some insurance of being made whole in terms of dollars, for everything that he sells. A number of half-baked plans with this general thought in mind have been put forward.

New things in foreign trade are always coming to life in Chicago. Chicago business men years ago sent their own trade commissioner to Buenos Aires, to promote the sale of Chicago goods in the River Plate region. Chicago business men have in more recent years staged some interesting trade trips to Mexico. A Chicago organization has recently flashed on the foreign trade world a plan for foreign credit insurance. And now, a Chicago trading company has come into the limelight with a fully worked-out plan for beating the dollar exchange. This company has advertised its scheme extensively



SANTIAGO, CHILE

In peace or war, Chile has a monopoly of one of the world's great necessities. Both farmer and warrior depend upon her nitrates for the bases of most of their fertilizers and explosives. The Chilean nitrate beds are one of the world's wonders, immense enough to supply the world for centuries.

In Santiago, capital and chief city of Chile, you will find representatives of every nation buying nitrates and copper, and selling every conceivable manufactured article.

Mail is too slow for these international merchants, so they depend to a great degree on the conveniences of the ALL AMERICAN CABLES system to keep them in instant and constant touch with the markets of the world.

ALL AMERICAN CABLES is one of the great forces behind the development of commerce and friendships between the peoples of our Western Hemisphere. It is the only direct and only American owned means of cable communication with the West Coast of South America.

"Like the threads of a giant web ALL AMERICA CABLES radiate out from New York commercially enmeshing Central and South America."



JOHN L. MERRILL, Pres.
Main Cable Office
89 Broad Street, New York

To insure rapid, direct and accurate handling of your cables to Chile and all points in Central and South America, mark them "VIA ALL AMERICA."

ALL AMERICA CABLES

Our Banking Knowledge And Experience For Your Benefit



"A Tower of Strength"

The knowledge and experience gained from close contact with large financial affairs form part of our working assets, helping us to give better service to a great variety of customers.

Though your financial problems be large or small, you can consult us with the assurance that this Company will do its best to help you solve them.

BANKERS TRUST COMPANY

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New York

Paris

in some of the European papers. Below is the entire plan, as set forth in glowing terms by this American concern, in a big display advertisement in the London *Financial Times*. It may be worth the consideration of other business men who have been pencil pushing on this same line. The advertisement says:

"The problem is the difficulty of the abnormal dollar exchange. Everybody recognizes that it inflates by some 20 per cent the price of any American commodity sold in England, but we claim to be the first to overcome it.

"Briefly the position is this: The present price of the X 6 cylinder 4/5 seater Touring Car 1921 model, calculated at the present rate of exchange, is £785, a price which makes it as cheap (in the best sense of the word) a car as there is on the market. The price calculated at a normal exchange would be £670.

"Under the X Fair Trade Scheme the purchaser pays no deposit, and on delivery of the car pays only £670, undertaking that, in the event of the exchange not improving within twelve months, he will pay a further £115.

"If the value of the sovereign depreciates, he does not pay a penny more than the £115 for his car, as this possibility is covered by insurance at Lloyds. Nevertheless, in such a case the market value of his car will have increased.

"The reasonable expectation is, however, that the exchange will completely right itself within the year, in which event the customer has nothing more to pay beyond the original outlay of £670.

"The scheme will save him a clear £115.

"The purchaser, therefore, knows the maximum and the minimum which he will have to pay, within which limits he can take advantage of any appreciation in the rate of exchange, either at the end of the year or at any time within twelve months from date of delivery."

What About Wage Reductions?

THOSE industrial establishments which during the upward trend of prices had a wage scale regulated by the cost of living index numbers of the Department of Labor will in the near future be given the acid test—that of reducing wages in compliance with reduced costs of necessities.

Reductions in accordance with provisions of the agreement, have not been made, as reductions in costs of living have not as yet reached that point. However, officials of the Bureau of Mediation and Conciliation of the Labor Department, who in many cases are the administrative regulators are keeping close sight in the figures of the Bureau of Labor Statistics.

A typical case, and one which has progressed further than any others, is that of street car employees at Pottsville, Pa., who have such an agreement with the company, which was the work of Commissioner of Conciliation F. G. Davis. Under this agreement the workers were given two substantial increases in wages during the upward trend, one for each increase of ten points in the cost of living index number. When the index figure drops to 192 automatically there will be a decrease in wages announced by Mr. Davis. It is understood that there are many such cases.

An interesting complication has been reached in this particular case, in that Dr. Davis already has approached both the employers and the employees for the purpose of reaching an agreement to cover the period of dropping prices.

The Log of Organized Business

A friendly visit to Mexico—Chambers attack the housing question

Appointment of an American committee of the International Chamber—Other organization activities

A MERICAN BUSINESS in the south and west is working for better relations with Mexico and a notable feature of the inauguration of President Obregon was the presence of delegations from the Dallas and Los Angeles Chambers of Commerce and of a committee of the United States Chamber of Commerce.

THE NATION'S BUSINESS has received from each of these bodies an account of the visit. Both reports emphasize the need and the likelihood of better business relations between the neighboring countries.

The despatch from Dallas says:

"The spirit of international amity that characterized the inauguration of Alvaro Obregon as President of Mexico, especially as it was reflected by the contact of commercial interests, created a vivid and, we believe, a lasting, impression upon the Americans who participated in that important episode in the republic's history. The delegations from the United States returned to their homes firm in the belief that there is no organic difference in the two peoples to preclude the forging of strong commercial bonds between them. Personal contact which the occasion permitted among representatives of the business interests of both nations illustrated their ability to work hand in hand for the glory of a common commercial destiny.

"In emphasizing this spirit and promoting its development the United States Chamber of Commerce performed a signal service. The presence of Messrs. Clause, Gillett and Butterworth, the guests of the Dallas Chamber of Commerce on the mission, who as unofficial representatives of the National Chamber reflected the business sentiment of the United States, bespoke the interest which American business has in the progress of Mexico.

"None of the 1,500 Americans who were in the city to attend the inaugural ceremonies were more interested in the visible evidences of settled conditions, or more eager to ascertain the needs of industrial and commercial Mexico in order that American business, by reciprocal arrangements, may be able to meet them intelligently.

"The occasion was but the culmination of a program instituted many months before by T. E. Jackson, President of the Dallas Chamber of Commerce, and his associate directors, who were hosts to Obregon and a delegation of Mexican business men during the season of the Texas State Fair last fall. The good will, confidence and commercial ambition that were stimulated by this gathering of business interests of two countries came in the expressions that terminated the utterances of Mexican speakers at the celebration in Mexico City. Don Fernando Leal Novelo, President of the Federated Chambers of Commerce of the Republic of Mexico, symbolized the efforts of the Dallas Chamber of Commerce in fostering a commercial friendship with Mexico, as the cornerstone in the new order of relations between Mexico and the United States.

"So out of it comes the encouraging thought that the currents of international business are at last freed from the obstructions that for a time have impeded the progress of a closer commercial union between the two

countries. On the one side there is an appeal to the United States for the use of its experience and wealth in the development of Mexico's latent riches, on the other there is a candid, unselfish desire to assist a war-torn country in reclaiming the lost progress of a decade and opening a fertile empire in the development of which Mexicans and Americans alike will prosper."

The Los Angeles Chamber of Commerce sends this report for the delegation from that city:

"One vice president and three directors of the Chamber of Commerce of the United States were among the 1,640 Americans attending the inauguration of President Alvaro Obregon in Mexico City. Business men of all the Southern border states and several of the Middle Western states were represented and shared generously in the warm hospitality of the Mexican government and the people.

"Nine special trains carried Americans to the capital city of the southern republic, the largest being one of eleven cars filled by 158 representatives of the Los Angeles Chamber of Commerce. Six days were passed in Mexico City, each of which was filled with some sort of entertainment provided by the government. President Obregon impressed the Americans most favorably by his democratic demeanor, straightforward manner and evidently deep appreciation of the responsibilities of his high office. His more enthusiastic American admirers hailed him as the 'Roosevelt of Mexico' and expressed the belief that he is the one man who will be able to unify all factions and give his country a peaceful administration, at the same time maintaining a friendly attitude towards American interests."

In a report to the Board of Directors of the Los Angeles Chamber, the excursion committee said in part:

"Obregon is the one outstanding, dominating personality in Mexico today and he gives promise of an administration that will unite his people, uplift the lower classes, attract capital to the magnificent resources of the country and protect the foreigner in his rights. It is a colossal undertaking which faces the new government, but already a good start has been made in rehabilitating the country. We would suggest that every effort be put forth to establish all helpful relations and to this end would suggest enlisting the activities of the social and civic forces of southern California in a definite program. A new era is dawning in Mexico. The next decade we believe will see great progress and development in our neighboring republic."

A third chamber of commerce to aid in this movement is that of San Francisco, which on January 8 sent a large delegation on a three weeks' tour of Mexico. The governments of the United States and Mexico have waived passport regulations. V. H. Pinchney and C. H. Lloyd, who represented the San Francisco Chamber at the inauguration, made all the arrangements for the reception of the visitors and were aided in every way by the Obregon administration.

To help on this bettering of relations the American Chamber of Commerce of Mexico has called a conference of exporters and importers of the United States and Mexico

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You can effect immediately a big saving in your warehouse or stockroom with a REVOLVATOR—it makes accessible the storage space that manual piling wastes.

A REVOLVATOR piles to the ceiling—it makes possible the use of a warehouse to full capacity. It can be moved from place to place; instantly available for use anywhere. The revolvable base (an exclusive feature) permits loading from any side without changing floor base or general position of machine—load can be raised to desired height and swung toward the pile.



Non-revolvable machines and barrel racks, too, are made by Revolvator Co.

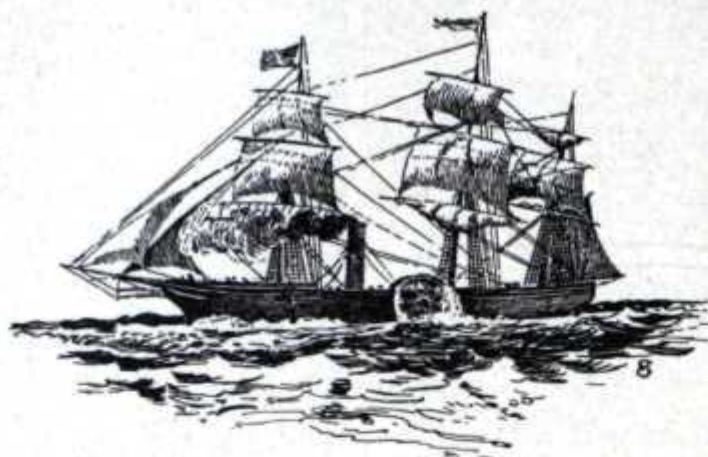
Revolvators are made in heights, styles, and capacities for piling barrels, bales, boxes, and other articles in every industry and business. Choice of hand, motor, and combination hand or motor types, with revolvable, non-revolvable, and open-end bases.

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SINCE STEAM FIRST CHURNED THE OCEAN

over a century ago, this bank has contributed its share to the commercial development of the nation. When the S. S. "Savannah", the first steamship to cross the Atlantic, sailed for Liverpool in 1819, The Philadelphia Bank had been rendering valuable banking service to the merchants and shippers of the city for a period of sixteen years.

During the period of readjustment through which the country is now passing to a normal condition of prosperity, business men should make their plans with an eye to present facts and future opportunity.

One hundred and seventeen years of banking experience give weight and authority to the counsel and service of this bank.

THE
**PHILADELPHIA
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who are concerned with the development of trade between these two countries. The conference will be held at the American Chamber in Mexico City April 11 to 16, 1921. This is the second Trade Conference held in Mexico City under the auspices of the American Chamber of Commerce of Mexico.

Chambers Promote Housing

HOUSING corporations have been formed by commercial and civic organizations in at least 132 communities in this country, in an effort to help meet the acute crisis due to the shortage of homes. In the following list is given the name of the parent organization, with the name of the housing company it sponsored, where that has been reported:

Adrian, Mich., Chamber of Commerce—The Adrian Homes Company; Akron, Ohio, Chamber of Commerce—Akron Home Owners' Investment Company; Albany Chamber of Commerce; Allentown, Pa., Chamber of Commerce; Anderson, Ind., Chamber of Commerce—Anderson Investment Company; Auburn, Me., Chamber of Commerce; Auburn, N. Y., Chamber of Commerce—Auburn Building Corporation; Austin, Minn., Chamber of Commerce—Own Your Own Home Association

Battle Creek, Mich., Chamber of Commerce—Battle Creek Home Building Company; Beaver Falls, Pa., Chamber of Commerce—Beaver Falls Housing Company; Boone, Ia., The Booner Building Company; Bradford, Pa., Board of Commerce; Brattleboro, Vt., Board of Trade; Bridgeport, Conn., Chamber of Commerce—Bridgeport Housing Company; Brunswick, Ga., Board of Trade.

Cairo, Ill., Association of Commerce—Cairo Real Estate Improvement Co.; Carthage, Mo., Chamber of Commerce—Home Building Association; Carlisle, Pa., Chamber of Commerce—Carlisle Housing Corporation; Champaign, Ill., Chamber of Commerce; Charlotte, Mich., Community Association—Home Building Co.; Cheyenne Wyo., Chamber of Commerce—Cheyenne Home Builders Association; Chicago, Ill., Association of Commerce; Chillicothe, Ohio, Chamber of Commerce—Northern Missouri Savings & Loan Association; Cleveland, Ohio, Chamber of Commerce—Cleveland Housing Co.; Connersville, Ind., Commercial Club; Corry, Pa., Board of Commerce and Industry; Crawfordsville, Ind., Montgomery County Chamber of Commerce—Crawfordsville Housing Co.

Dallas, Texas, Chamber of Commerce—Dallas Housing Company; Decatur, Ill., Association of Commerce—Decatur Home Builders Association; Detroit, Mich., Board of Commerce; Dunkirk, N. Y., Board of Commerce—Dunkirk Home Builders, Inc.

East St. Louis, Ill., Chamber of Commerce; Easton, Pa., Board of Trade; Eau Claire, Wis., Civic and Commercial Association—Eau Claire Home Builders Company; Elgin, Ill., Commercial Club; Elmira, N. Y., Chamber of Commerce—Home Building Corporation; El Reno, Oklahoma, Chamber of Commerce.

Fall River, Mass., Chamber of Commerce; Farrell, Pa., Chamber of Commerce; Flint, Mich., Board of Commerce—Flint Housing Corporation; Fond du Lac, Wis., Association of Commerce—Fond du Lac Home Building Co.; Fort Smith, Ark., Chamber of Commerce—Business Men's Club Home Builders' Association; Fort Wayne, Ind., Chamber of Commerce; Freeport, Ill., Chamber of Commerce—Freeport Agency & Loan Corporation.

Gastonia, N. C., Chamber of Commerce—Gastonia House Corporation; Gettysburg, Pa., Chamber of Commerce; Gloversville, N. Y., Chamber of Commerce—Gloversville Homes Corporation; Goshen, Ind., Chamber of Commerce—Goshen Housing Corporation; Grand Rapids, Mich., Association of Commerce—Home Building Association; Greenville, Mass., Chamber of Commerce; Greenville, Miss., Chamber of Commerce—Greenville Housing Corporation.

Hagerstown, Md., Chamber of Commerce—Hagerstown Homes Corporation; Hamilton, Ohio, Chamber of Commerce—Hamilton Home Building Company; Hannibal, Mo., Chamber of Commerce; Harrisburg, Pa., Chamber of Commerce; Hartford,

Conn., Chamber of Commerce—Hartford Home Builders' Association; Hoopeston, Ill., Chamber of Commerce; Huntington, Ind., Commercial Association.

Jackson, Mich., Chamber of Commerce—Jackson Co-operative Realty Co.; Jamestown, N. Y., Board of Commerce; Janesville, Wis., Chamber of Commerce—Janesville Housing Corporation; Johnstown, Pa., Chamber of Commerce.

Kalamazoo, Mich., Chamber of Commerce—Kalamazoo Land Company; Kansas City, Kan., Chamber of Commerce; Keene, N. H., Chamber of Commerce—Keene Home Builders, Inc.; Kenosha, Wis., Chamber of Commerce; Kenton, Ohio, Chamber of Commerce; Kewanee, Ill., Chamber of Commerce—Kewanee Real Estate Improvement Corporation.

Lancaster, Pa., Chamber of Commerce; Lansing, Mich., Chamber of Commerce; La Porte, Ind., Chamber of Commerce—La Porte Housing Corporation; Lawton, Oklahoma, Chamber of Commerce—Lawton Home Building Company; Lockport, N. Y., Board of Commerce—Lockport Homes Co., Inc.; Logansport, Ind., Chamber of Commerce; Louisville, Ky., Board of Trade—Louisville Home & Housing Association; Lynchburg, Va., Chamber of Commerce—Lynchburg Home Building Company; Manistee, Mich., Board of Commerce.

Manistee, Mich., Board of Commerce; Mansfield, Mass., Chamber of Commerce—Massachusetts Housing Corporation; Mansfield, Ohio, Chamber of Commerce; Marion, Ind., Association of Commerce; Mason City, Iowa, Chamber of Commerce; Milwaukee, Wis., Association of Commerce—Liberty Home Buildings Corporation; Muncie, Ind., Commercial Club; Muscatine, Ia., Association of Commerce—Muscatine Housing Corporation; Muskegon, Mich., Chamber of Commerce—Home Finders' Company.

Newark, N. J., Chamber of Commerce; New London, Conn., Chamber of Commerce—New London Home Builders' Association; New Orleans, La., Association of Commerce; Newton, Ia., Commercial Association; Niagara Falls, N. Y., Chamber of Commerce—Home Finance Corporation of Niagara Falls; Niles, Ohio, Chamber of Commerce; North Platte, Neb., Chamber of Commerce—North Platte Home Builders; Norwich, Conn., Chamber of Commerce.

Owasso, Mich., Improvement Association—Owasso Home Builders' Association.

Parkersburg, W. Va., Board of Commerce; Pittsburgh, Pa., Chamber of Commerce; Pontiac, Mich., Board of Commerce—Mortgage Investment Company; Poughkeepsie, N. Y., Chamber of Commerce—Poughkeepsie Housing Corporation; Port Huron, Mich., Chamber of Commerce; Portland, Me., Chamber of Commerce; Portsmouth, O., Chamber of Commerce—Portsmouth Home Building Company; Providence, R. I., Chamber of Commerce—Housing Corporation.

Quincy, Ill., Chamber of Commerce.

Racine, Wis., Commercial Club; Reading, Pa., Chamber of Commerce—Reading Home Builders' Corporation; Richmond, Va., Chamber of Commerce—Richmond Sanitary Housing Corporation.

Sacramento, Cal., Chamber of Commerce; Sandusky, O., Chamber of Commerce; Seattle, Wash., Chamber of Commerce; Sharon, Pa., Chamber of Commerce; Sheboygan, Wis., Association of Commerce—Sheboygan Housing Company; South Bend, Ind., Chamber of Commerce—American Home Investment Company; Springfield, Mo., Chamber of Commerce; Sterling, Ill., Association of Commerce—Sterling Improvement Corporation; St. Joseph, Mo., Commerce Club; St. Paul, Minn., Association—Own Your Home Financing Corporation; St. Louis, Mo., Chamber of Commerce—St. Louis Home & Housing Association.

Chamber of Commerce of the Tonawandas, N. Y.—Tonawanda Housing Corporation; Troy, Ohio, Chamber of Commerce.

Utica, N. Y., Chamber of Commerce.

Wabash, Ind., Chamber of Commerce—Home Loan Savings Association; Waltham, Mass., Chamber of Commerce; Waterbury, Conn., Chamber of Commerce—Building Loan Association; Waterville-Winslow, Me., Chamber of Commerce; Waukegan, Ill., Chamber of Commerce—Waukegan Building & Loan Association; Wheeling, W. Va., Chamber of Commerce; White Plains, N. Y., Chamber of Commerce; Williamsport, Pa., Board of



The pilgrim spirit lives

FIRM IN FAITH that beyond the horizon are other Lands of Opportunity, courageous sons and daughters of New England adventure far from home to follow their careers.

They prosper in blistering tropics, under flickering Northern Lights, in great jostling cities, on the Seven Seas and beyond the outposts of civilization. They are vigorous, living evidence of New England initiative.

THE NATIONAL SHAWMUT BANK has also blazed new trails to broader opportunities. Founded as a local bank 85 years ago, this institution is now the centre of an international system of financial service. In every state and foreign land—in important cities and distant ports—connections have been established. Today, there are 1600 of these branches and correspondents.

Wherever your markets for raw material or finished goods may be—or how unusual a personal commission you may have for us to execute—we are organized to protect your interests in any land by a quick, accurate service of exceptional scope.



Copies of our booklets on foreign trade development will be sent on request.

The NATIONAL SHAWMUT BANK of Boston
Resources far exceed \$200,000,000

National Bank of Commerce in New York

World Wide System of Banking Service

In addition to technical phases of foreign banking, the National Bank of Commerce in New York offers a broad service to those engaged in foreign trade.

From its own files this bank is prepared to furnish reliable information concerning the character and credit standing of large commercial houses of the world. Through association with the leading banks of other countries we can obtain special reports covering subjects important to the safe and orderly conduct of international business.



**Capital, Surplus and Undivided Profits
Over Fifty-five Million Dollars**

Trade; Greater Wilkes-Barre, Pa., Chamber of Commerce—Greater Wilkes-Barre Community Housing Corporation; Worcester, Mass., Chamber of Commerce—Worcester Housing Corporation.
Xenia, O., Business Men's Association.
York, Pa., Chamber of Commerce—York Home Builders' Exchange.

International Chamber News

FIFTY-SEVEN of the leading business men of the country have been appointed members of an American committee in the International Chamber of Commerce. Joseph H. Defrees, President of the Chamber of Commerce of the United States, made the appointments last month and called the first meeting for January 6 in New York.

This committee forms a point of contact between the Chamber membership in this country and the international headquarters in Paris. The members were selected from the main divisions of business in all parts of the United States. The American section in Paris is already functioning with Lacey C. Zapf as secretary and Dr. Frederick P. Keppel as administrative commissioner.

The American Committee held its first meeting in New York on January 6. It recommended the reelection of the present American directorate of the International Chamber, suggested subjects for discussion at the next meeting of the Chamber in London in the summer and proposed an amendment to the Constitution which would base representation in the directorate on the commercial importance of nations.

The projected amendment to the Constitution would give the fifteen countries of the world first in commercial importance three directors each, with a lesser number for other countries in the order of their economic importance. The Committee suggested that the central theme of the general meeting of the Chamber in London be "Restoration of the World's Commerce" and that the subject be divided into five sections as follows: finance, production, transportation, distribution and communication.

The members of the American committee are:

James S. Alexander, president of the National Bank of Commerce in New York.

Harry A. Black, president of the Black Hardware Company, Galveston, Texas.

George P. Blow, president, Western Clock Company, LaSalle, Illinois.

William P. Bonbright, Bonbright & Company, New York.

Willis H. Booth, vice-president, Guaranty Trust Company, New York.

J. H. Burton, president, J. H. Burton & Company, New York.

William Butterworth, president, Deere & Company, Moline, Illinois.

E. A. S. Clark, president, Consolidated Steel Corporation, New York.

E. W. Clifford, Minneapolis, Minn.

Robert Dollar, president, the Robert Dollar Company, San Francisco.

John S. Drum, president, American Bankers' Association, San Francisco.

Crawford H. Ellis, vice-president, United Fruit Company, New Orleans.

John H. Fahey, John H. Fahey & Company, Boston.

Edward A. Filene, president, William Filene's Sons Company, Boston.

L. S. Gillette, president, Plymouth Investment Company, Minneapolis.

Thomas S. Grasselli, president, Grasselli Chemical Company, Cleveland.

Carl R. Gray, president, Union Pacific Railroad, Omaha.

W. A. Harriman, president, American Ship & Commerce Corporation, New York.

E. M. Herr, president, Westinghouse Electric & Mfg. Co., East Pittsburgh.

Noble F. Hoggson, president, Hoggson Brothers, New York.

Herbert C. Hoover, Palo Alto, Cal., president, American Engineering Council of Federated American Engineering Societies, New York.

Herbert S. Houston, vice-president, Doubleday, Page & Company, New York.

J. R. Howard, president, American Farm Bureau Federation, Chicago.

Alfred Huger, Miller, Huger & Wilbur, Charleston, S. C.

Alba B. Johnson, president, Philadelphia Chamber of Commerce, Railway Business Association, Philadelphia.

Jackson Johnson, chairman of the Board of Directors, International Shoe Company, St. Louis.

C. F. Kelley, president, Anaconda Copper Mining Company, New York.

Fred I. Kent, vice-president, Bankers' Trust Company, New York.

Alexander Legg, vice-president and general manager, International Harvester Company, Chicago.

Robert F. Maddox, president, Atlanta National Bank, Atlanta.

James R. MacColl, president, Lorraine Manufacturing Co., Pawtucket, R. I.

George McFadden, George McFadden & Brother, Philadelphia.

Austin McLanahan, president, Export & Import Board of Trade of Baltimore.

E. G. Miner, president, The Pfau Company, Rochester.

J. D. A. Morrow, vice-president, National Coal Association, Washington, D. C.

William H. Nichols, chairman, Board of Directors, General Chemical Co., New York.

Thomas A. O'Donnell of Los Angeles, president, American Petroleum Institute, New York.

Edwin P. Parker, vice-president and general counsel, The Texas Company, Houston.

Frank S. Peabody, chairman, Board of Directors, Peabody Coal Company, Chicago.

John J. Raaskob, vice-president, E. I. DuPont de Nemours & Co., Wilmington.

William C. Redfield, president, American Manufacturers' Export Association, New York.

Franklin Remington, chairman, Board of Directors, The Foundation Company of New York.

George M. Reynolds, president, the Continental & Commercial Bank, Chicago.

L. K. Salisbury, president, Delta and Pine Land Co. of Mississippi, Memphis.

Charles M. Schwab, chairman, Board of Directors, Bethlehem Steel Corporation, New York.

Charles A. Stone, president, American International Corporation, New York.

Gerard Swope, president, International General Electric Company, New York.

George C. Taylor, president, American Express Company, New York.

Harry B. Thayer, president, American Telephone & Telegraph Co., New York.

E. P. Thomas, president, U. S. Steel Products Co., New York.

Daniel Warren, vice-president, American Trading Co., New York.

Harry A. Wheeler, vice-president, Union Trust Company, Chicago.

Owen D. Young, vice-president, General Electric Company, New York.

Some New Members

AMONG the business organizations in the United Kingdom which have indicated their intention of joining the International Chamber of Commerce are the following: The Association of British Chambers of Commerce; the Association of British Bankers; the Corporation of Lloyd's; the Federation of British Industries; the Mining Association of Great Britain; the British Coal Exporters' Federation; the Decimal Association; the Chambers of Commerce for London, Glasgow, Cardiff, Manchester, Swansea, Birmingham, Hull, Leicester, Luton, Warrington, Oldham, North Staffordshire and Sunderland.

Serving Hotel-on-the-Cobb

IRVING S. COBB, the journeyman journalist, widely known for his avoirdupois and humor, stopped in his wanderings once



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—instantly Rand Visible Records show all Sales Conditions

NO longer merely "order-takers"—the sales force to-day must get out and *fight* for business.

And wise sales managers who keep constantly before them a "birdseye view" of the market and sales conditions by means of Rand Visible Card-Records, face the future without anxiety—and let results speak for themselves.

For Rand Visible Card-Records are the biggest possible help in Sales Promotion. You can see at a glance just what you want to know—the name and address of the prospect, his requirements, length of time between sales, form letters written, salesmen's calls made, prospect of new equipment, possibility of using other lines, and so on. So too, you are able to route salesmen to best advantage, shifting men rapidly (as daily conditions make it necessary) through being *in control every minute* of every factor in sales conditions.

And as in Sales Promotion, the instant accessibility of records displayed the Rand way, makes this equipment just as successful in other phases of modern business—Credit, Costs, Personnel, Stock, Production, etc. It takes the guess, the memory-work out of the executive's task—speeding up and cutting down overhead at the same time.

Our local office will gladly show you how Rand "fits in" your business. Phone your request today.

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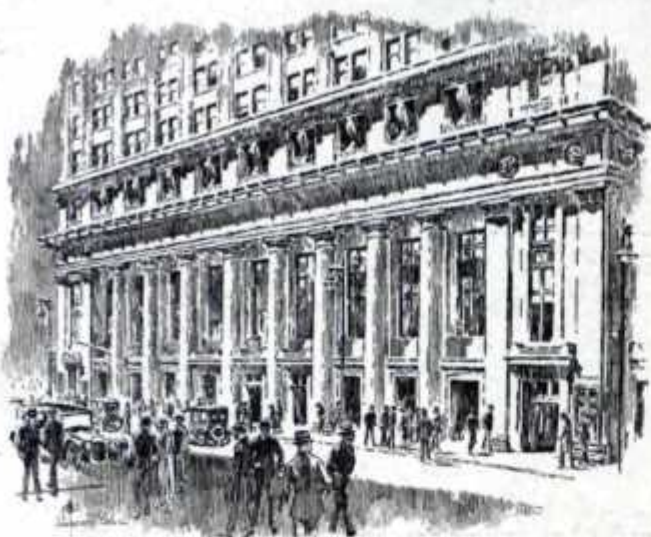
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YOU PUT YOUR FINGER ON IT INSTANTLY—BECAUSE YOU SEE IT





A BROAD VISION OF THE COMMERCIAL FIELD

The volume of commercial business carried on here as well as the years of experience we have had in serving the banking requirements of those engaged in trade and industry have given us a clear understanding of their needs and a broad vision of the commercial field.

Mercantile and industrial concerns, whether large or small, will find us readily helpful in matters of trade and credit information, thorough and consistent in counsel and adequately equipped to conduct all banking transactions involved in their business.

You are cordially invited to consult with us.

**The CONTINENTAL and
COMMERCIAL
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CHICAGO

OVER \$55,000,000 INVESTED CAPITAL

upon a time at Steubenville, Ohio, and stayed overnight in the chief hotel of the town. His experiences there prompted a magazine article which all his readers regarded as extremely funny except the managers of the hotel.

The Chamber of Commerce of Steubenville afterward backed the erection of a million-dollar, nine-story hotel with 200 rooms and three kinds of dining room service. Four hundred and twenty-five business men bought the stock and turned the property over to a chain hotel system to operate.

The hotel was opened during the holidays and the Chamber of Commerce telegraphed Cobb a night letter inviting him to share its hospitality: "Come back, Irv. Steubenville has a real hotel now without either hot or cold roaches."

It remains to be seen whether Cobb, the next time he stops in Steubenville, will find comfort as fertile a ground for humor as discomfort.

Community Duty Primary

DON E. MOWRY'S essay on "The Commercial Organization and Community Progress," which won the gold medal at the last meeting of the National Association of Commercial Organization Secretaries, has been issued in pamphlet form. Mr. Mowry, who is the secretary of the Madison (Wis.) Association of Commerce, puts community work as the primary duty of commercial bodies and makes a definite proposal that the association consider "the formation of a national fraternity that shall have in its membership community leaders who have undertaken and accomplished definite things."

Mr. Mowry also describes the method of organizing such a body and the benefits to be derived from it.

Safety Council Commended

THE work of the National Safety Council in its effort to prevent industrial accidents was commended by the Board of Directors of the National Chamber of Commerce in a resolution adopted at its last meeting. The by-laws of the Chamber do not permit the admission to membership of organizations such as this, which are not strictly industrial or business organizations, although they perform needed services to American business. Nevertheless, the board of directors felt impelled to say in its resolution that "the work of the National Safety Council and the service that it is rendering is of the highest importance and deserves wider application than it is now receiving."

The resolution authorized the Chamber's departments of Fabricated Production and Insurance to issue a circular letter to members telling of the importance of safety programs and of the National Safety Council's ability to formulate such plans.

A Bank Holds "Open House"

STOCKHOLDERS, clients, depositors and other friends of the Irving National Bank of New York had an opportunity not long since to renew acquaintance with one another and to come into contact with the staff of the bank at a series of "open house" receptions during the holidays.

At seven meetings during four days guests were entertained at the main offices of the bank in the Woolworth building. The largest gathering was on the afternoon of December 29, when Lewis E. Pierson, chairman of the board of the Irving National, the president, Mr. Harry E. Ward, and four vice-chairmen of the board, welcomed the guests and

took them through the bank, which now occupies five floors of the building.

Other receptions were held at the Eighth Street office, the Lincoln office (opposite the Grand Central Terminal), the Sherman office at Fifth Avenue and Thirty-second Street, the Brooklyn office and the Flatbush office.

Appeal for Starving Children

AT THE request of Herbert Hoover, head of the American Relief Administration, Joseph H. Defrees, president of the Chamber of Commerce of the United States, has called the attention of the business men of the country to the effort to save three and one-half million children in Central and Southern Europe from starvation.

Mr. Hoover believes that America's aid alone can save the situation and has asked for twenty-three million dollars for food and ten million dollars for medical services. The European governments and communities involved will supply in the form of cash, food, transportation and services twice as large a sum as is subscribed in the United States.

In response to Mr. Hoover's appeal Mr. Defrees sent a bulletin to the 1,400 commercial and industrial associations which are Chamber members.

"I want to say," he wrote to Mr. Hoover, "that even without the endorsement of the Board of Directors I am absolutely convinced in my own mind that you can count on the support and co-operation of our 1,400 member organizations scattered throughout the country, when you appeal to them in behalf of this great cause."

Louisville's Fight for the Open Shop

MEN are square and want to be fair; the open shop is fair and square."

This is a slogan used in advertising by the Employers' Association of Louisville, Ky., in each of the daily newspapers there. The association began a campaign last March, through newspaper advertising, for the "open" as against the "closed" shop, and has contracted for a continuance of the campaign until next March. Survey at random of 258 establishments in the city, employing about 37,000 wage earners, shows, according to C. C. Ousley, secretary of the Kentucky Manufacturers' Association, and also of the Employers' Association, that not more than 5 per cent of the wage earners, excepting those in the railroads and in the building trades, are under union agreements with their employers.

In the advertisements the "open shop" is advocated as "the American plan of fair play, of individual rights above class rights." Unionized labor has replied through newspaper advertisements stating its side of the controversy. The debate has been waged vigorously on both sides and has this advantage: that public opinion there is being clarified regarding the merits of the dispute.

Cherchez la Femme in Macon

MACON, GA., is in the forefront of American communities in the recognition of women's work in the Chamber of Commerce. As a rule, the Women's Department of such an organization is a subdivision of one of the seven main departments. In Macon the women's auxiliary parallels the plan, scope and program of the Chamber itself.

Factory Management Course

ENROLLMENTS for the executives' course in factory management, inaugurated by the Manufacturers' Council of the Brooklyn Chamber of Commerce and

United States Grain Corporation

GENERAL OFFICE
42 BROADWAY
NEW YORK CITY

MARCH 10, 1921.

RECEIVED
MARCH 10 1921

Dictograph Products Corporation,
220 W. 42d St.,
New York City.

Attention: Mr. C. H. Lehman, President.

Dear Sir:

In the opinion of users of the Dictograph in the United States Grain Corporation, this device is too valuable for my Corporation to go without. We could not afford to do without it here.

As a result of instant communication over a large office, without the necessity of any one being to wait for even a telephone connection, it saves the cost in time and money time over. We are enthusiastic about it.

Very truly yours,

UNITED STATES GRAIN CORPORATION,
W. H. H. H. H.
BY C. H. LEHMAN,
Office Manager.



In the United States Grain Corporation the Dictograph System is used by "executives who are too busy to wait for even a telephone connection."

These executives have their time conserved by the

DICTOGRAPH

System of Interior Telephones

They simply press a key—and talk. No lost motion—no wasted time. Their orders and instructions are passed down the line without the slightest interruption or delay. Their questions are asked and answered almost instantly.

The Dictograph System virtually brings these executives face to face with every person, department and condition in the organization. That is why the United States Grain Corporation "could not afford to be without it."

You have a definite need for the Dictograph System if there are two or more departments in your organization between which there is communication. With the Dictograph it will be possible for you to speed up routine, promote team-work, increase efficiency and eliminate delays.

Find Out What the Dictograph Can Do for You

Send for a signed copy of the "Essay on Executive Efficiency," which analyzes the problem of intercommunication and shows how the Dictograph increases efficiency and productivity.

Or, we shall be pleased to show you right on your desk how the Dictograph operates and what it can do for you. A demonstration can be made at your convenience and without the slightest obligation on your part. Simply fill out and mail the coupon—TODAY.

Dictograph Products Corporation

C. H. Lehman, President
220 West Forty-second Street
NEW YORK

DICTOGRAPH PRODUCTS CORPORATION

220 West 42d St., New York City

(Check one of the squares)

☐ Free Booklet—You may mail "An Essay on Executive Efficiency," which analyzes the problem of intercommunication.

☐ 5-Minute Demonstration—You may give us a 5-minute demonstration of the Dictograph with the understanding that it places the undersigned under no obligation.

Name _____

Address _____

ATTACH TO YOUR LETTERHEAD N. B. 2-21

Equip Your Organization to Meet the New Conditions

BUSINESS is not going "back to normal." It is going forward to a new normal through making adjustments to meet the changed situation.

Wages cannot go back to the pre-war scale. Raw materials cannot return to the old prices. But labor costs can and will be reduced; methods can and will be found to permit the producer to make his just profit though the consumer purchases for less.

In the accomplishment of these ends, that which helps to perfect organization is destined to play an important role. Among the time-tested devices which have helped to perfect organization in hundreds of America's foremost business institutions is the P. A. X. (Private Automatic Exchange).

Its equipment and services offer a standard unit which solves and coordinates the interior communication problem of the establishments installing it. The P. A. X. augments and completes, but neither connects with nor supplants local and long distance telephone service.

The Automatic Electric Services are being utilized in many different ways to increase the efficiency of workers, to simplify and make more effective routine operations, to prevent time and money-wasting delays, and to make the processes of management more direct and immediate.

Certain of the Automatic Electric Services, such as interior communication, code call, conference wire, emergency signals, etc., are fundamentally applicable to all business organizations of larger size. Other services are devised or adjusted to meet particular needs existing in individual plants.

The application of these services, the economies they effect, the improvement in methods made possible by their adoption, can be worked out only through consultation with the management of the organization to be equipped.

Arrange for a conference with one of our field engineers by addressing our nearest office. Or write for booklet that outlines briefly the operation and application of the important services of the P. A. X.

AUTOMATIC ELECTRIC COMPANY

Home Office and Factory: Chicago, Illinois

Boston Office
445 Tremont Building
Pittsburgh Office
2136 Oliver Building

New York Office
21 East 40th Street
Detroit Office
525 Ford Building

Rochester Office
519 Arlington Building
Kansas City
1001 New York Life Building

Columbus Office
512 Columbus Savings and Trust Building

Philadelphia Office
The Bourse Building
Cleveland Office
415 Cuyahoga Building

San Francisco Office
320 Market Street

Ft. Wayne Office
502 Bass Building
Fort Worth Office
212 Lucerne Building



In America's most progressive business institutions this dial has become the symbol of perfected organization. It controls all the automatic electric services of the P. A. X.—paging, fire-alarm and watchman service, conference and interior telephone calling.

launched with the assistance of the Central Branch of the Y. M. C. A., are pouring in at such a rate that it is believed it will be necessary to refuse further enrollments, owing to the fact that the Y. M. C. A. auditorium, where the lectures are being held, has a seating capacity of only 800. The enrollment has already reached that figure.

At the first meeting of the course there were present 700 men and women. In the gathering were workers of all ranks from foremen to presidents. At the initial meeting Dean F. U. Quillin, of Toledo University, told of the pronounced success of the lecture course for factory executives in Toledo where the idea originated. The lectures will be continued through the winter on alternate Monday evenings.

Membership Classified

A SURVEY of the membership of the National Chamber which has just been completed for the purpose of classifying the organization members of the Chamber as they fall under the eight new departments, shows:

Fabricated Production.....	268
Natural Resources Production.....	19
Finance.....	12
Insurance.....	35
Foreign Commerce.....	36
Civic Development.....	882
Domestic Distribution.....	155
Transportation and Communication.....	16

Learning Better Farming

FARMING PROFITS are recognized as an important factor in the welfare of the state, county, community, school district, and individual; and the Board of Commerce of Little Rock, Ark., has recently managed two trips, one of legislators and another of planters, farmers, bankers and merchants, with a view to bringing more wealth out of Arkansas soil.

The first trip was made at the suggestion of John R. Alexander, of Scott, Ark., a representative in the Legislature and one of the most successful planters in the state. He owns and manages 3,000 acres under cultivation, and he thought it would help the other members of the Legislature, the Arkansas Agricultural College Experiment Station and Extension Department and the four agricultural schools, if a legislative delegation were to visit and study agricultural colleges in Missouri, Iowa, Illinois and Indiana. Bankers and other business men subscribed the necessary funds, and the journey was made under the auspices of the Little Rock Board.

The second trip was the fourth tour of the Arkansas Profitable Farming Bureau. For this each man paid his own expenses. The Little Rock Board of Commerce appropriated on January 1st of last year \$18,000 a year for three years for the support of the bureau, which is devoted to the development of more profitable farming. The tour this year included cotton centres and manufacturing plants in Georgia, South Carolina and North Carolina. About 150 planters, farmers and business men went along.

The second trip cost \$35,000. The trip for the legislators, for which business men subscribed the funds, cost \$15,000. It is the confident expectation of the Little Rock Board of Commerce that Arkansas will get this \$50,000 back manyfold.

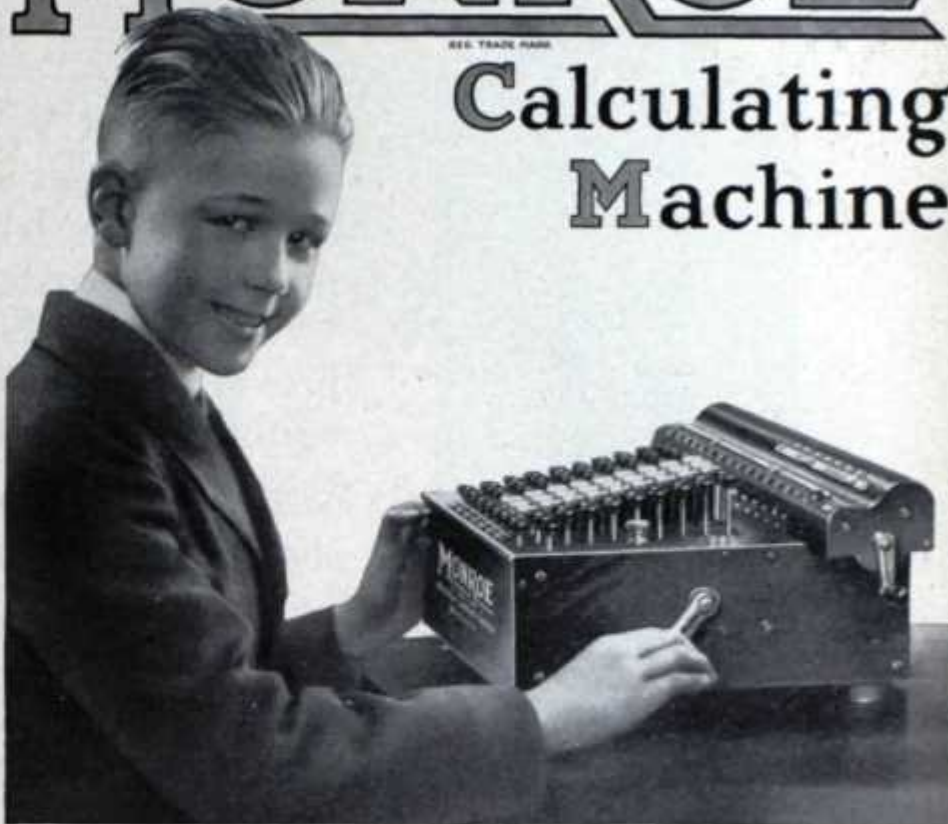
Annual Meeting of National Chamber

THE NINTH annual meeting of the Chamber of Commerce of the United States will be held at Atlantic City, April 27, 28 and 29.

In announcing the time and place of the

MONROE

Calculating Machine



Makes All Figuring as Easy As Turning the Crank

—to multiply or add, turn the Monroe crank forward
—to divide or subtract, turn the Monroe crank backward

You probably won't put the office boy on your Monroe jobs. But you could. The Monroe is so efficiently simple to operate that any boy, man or girl in your office can do figure work quickly and with unflinching accuracy on the Monroe.

Most machines require trained operators. The Monroe does not. That's a saving to you in time.

Most machines require the using of reciprocals and complements to divide or subtract. The Monroe does not.

WRITES A. STEIN & CO. (manufacturers of Paris Garters): "By using the Monroe, a few turns forward with the crank for multiplication and addition, and a backward turn or two for division and subtraction, and the answer is obtained—no setting of levers, no complicated operations, nor the worry that you have made a mental slip in pressing the keys. The entire load is placed upon the machine."

Most machines demand rechecking each problem for accuracy. The Monroe does not. You do each problem *once* on the Monroe. You *know* you are correct, because each step of your problem is proved for you as you go, in plain sight in the Monroe proof dials or on the Monroe keyboard.

Bethlehem Steel, General Electric, Pennsylvania Railroad, Standard Oil, Du Pont and thousands of other different businesses, large and small, are using from 1 to 135 Monroes for speeding out invoices and inventories, payrolls and percentages, chain discounts, cost figures, estimates, engineering formulae, etc., etc.

This is the "Show-Me" Coupon—mail it today

Monroe Calculating Machine Co., Woolworth Building, New York:
Without obligation (check items desired) } Arrange for a demonstration in our office on our own work.
Send us a copy of Monroe "Book of Facts".

Firm Name _____

My Name _____

Address _____

NB-2-21



ACCURACY is the first requirement of timekeeping and payroll systems. The clearly printed records produced by International Time Recorders provide a reliable means of obtaining that accuracy.

Wherever there is a payroll there should be Internationals.

International Time Recorders

are manufactured in electrically and spring driven models designed to meet every timekeeping and cost keeping requirement of any size and kind of business.

Through unfailing accuracy and fairness Internationals put the interests of both employer and employees on a basis of guaranteed protection and profitable harmony.

May we tell you about the adaptability of Internationals to your specific needs?

INTERNATIONAL TIME RECORDING CO., of New York
Oldest and Largest Manufacturers in the World of Electrically and Spring Driven Time Recording Devices

GENERAL OFFICES, 50 BROAD ST., New York, N. Y.
Branch Offices in All Principal Cities of the World

annual meeting, President Defrees let it be known that consideration had been given to New Orleans and Washington as likely cities in which to hold the meeting. New Orleans was eliminated because of the desire of the Chamber to hold the meeting in a place near Washington so that executives of the incoming administration could attend without the inconvenience of a long journey. Lack of hotel accommodations and suitable meeting quarters to comfortably seat the three or four thousand business men who will attend the meeting were the reasons for not selecting Washington.

FREDERICK J. KOSTER, of San Francisco, has resigned as chairman of the Committee on American Ideals of the Chamber of Commerce of the United States. His place has not yet been filled. Mr. Koster, who will continue as a member of the committee, gave up the chairmanship because of the pressure of work in connection with his business interests on the Pacific Coast. He will continue active in National Chamber work. He is a member of the Chamber's board of directors.

When Land Words Go to Sea

NOW that the Government has gone into the business of operating ships and, due to conditions beyond its control, must appoint men whose training has been more political than nautical, we publish herewith for them the first instalment of a shipping primer. This is done solely in a spirit of service, in the hope that it will help eliminate those annoyances which it is reported have been caused through misapprehension of terms in official and interdepartmental correspondence.

BALE does not refer to cotton or merchandise compactly secured; it means to throw water out of a boat.

BANK is not a place of deposit for money, nor a mass of earth; it means when oarsmen are seated side by side in couples, pulling separate oars.

BEAR is not an animal; it means the direction from the person looking.

BEATING is not striking or overcoming, but means tacking against the winds.

BEES are not honey makers, but pieces of plank through which to reeve stays.

BEND does not mean to deflect from a straight line, but the making fast of a sail to a spar or tying a cable to an anchor.

BIGHT does not mean a bend in the shore; it is the double part of a rope when it is folded.

BILL is not a statement of an account, but is the end of an anchor fluke.

BITTER-END does not mean a sad ending, but the part of an anchor cable which is back of the bits to which the cable is made fast.

BOARD is not a plank, but the stretch a vessel makes upon one tack when beating to windward.

BOLSTERS are not such as are usually found on beds, but are pieces of wood upon which certain parts of the rigging rest.

BONNET is not a woman's head dress, but is a piece of canvas laced to the foot of a jib.

BOOM is not a speculative trend upward, but is a spar at the foot of a sail.

BOW is not a forward inclination of the head or body, but is the rounded forward part of a vessel.



One of the fifty small face brick houses shown in "The Home of Beauty"

The Dignity and Charm of the HOUSE of BRICK

THE PLEASURE of living in a substantial and beautiful home is for the average man and woman one of the greatest satisfactions in life. The material of which the home is built is of paramount importance. Face Brick combines beauty, strength, and economy as can no other material. Its wide range of color tones and textures, the artistic possibilities in bonding, panels, pattern work, mortar colors and mortar joints offer an appeal to the most diverse tastes. Its durability and structural strength lead, through savings in upkeep, depreciation, fire-safety and insurance rates, to economies which, in the long run, make the Face Brick house the cheapest you can build. These matters are all fully discussed in "The Story of Brick." Send for it now.

"THE STORY OF BRICK"

An artistic booklet with attractive illustrations and useful information for all who intend to build. The Romance of Brick, Extravagance of Cheapness, Comparative Costs, How to Finance the Building of a Home, are a few of the subjects treated. Your copy is awaiting your request. Send today.

"THE HOME OF BEAUTY"

A book of fifty designs of attractive small Face Brick houses, selected from four hundred drawings entered in a national architectural competition. The houses represent a wide variety of architectural styles, with skillful handling of interior arrangements. Sent on receipt of fifty cents in stamps.

Do you want to compete for the Face Brick and the full working drawings for one of these Home of Beauty houses? Competition open to young married women. Send for particulars. The Home of Beauty will be sent free to competitors.

AMERICAN FACE BRICK ASSOCIATION

1130 Westminister Building - Chicago





How Old Is This Home?

The Fact That It Doesn't Reveal Its Age Is the Best Proof of Brick's Desirability in Housing Operations

CIVIC BODIES engage in housing operations to help those not financially able to undertake construction themselves

Now if you are compelled to consider the *initial inability* of a man to finance his home, you certainly must also consider his inability to afford *high maintenance costs* after he gets his home.

He can't stand the heavy upkeep of a house which depreciates rapidly. Painting, alone, costs \$250 to \$300 every 3 or 4 years. The insurance premium is twice or thrice as high on such a home as on one of Brick. Costly replacements follow each other in quick succession after the first few years.

Unsaddled by upkeep expense, it stands to reason that the Brick home is *paid for sooner* than any other. Thus your building fund is more quickly replenished and kept revolving to greater advantage.

A home of Brick, on the average, lasts a century without requiring paint (except trim), or any after charges.

The home shown above is 225 years old. Built in England, in 1695 (as shown by

the original tablet over the second story window), it is just as beautiful as to brick work and just as habitable today as it was two centuries ago. Seven generations have enjoyed a comfortable living in this home with *but one* original investment. Think of it! Build of permanent, fire-safe materials. As John J. Thomas, formerly of Lloyd & Thomas, Appraisers, says: "Brick construction is actually cheaper than frame *from every point of view.*"

An original investment in a community of Brick homes is conserved for at least 50 years longer than a similar investment in a community built of less enduring materials. Tax appraisals show the average life of a Brick home to be *three times* that of the painted house.

If in any locality the code is not favorable to standardized permanent construction the U. S. Chamber of Commerce is big enough and broad enough to consider desirable changes. We have information of value to every agency interested in housing. Write us.



Always demand
brick with this
trademark.

The Common Brick Industry of America

1310 Schofield Building, Cleveland, Ohio

BOWER is not a sylvan retreat, but is an anchor.

BOX is not a wooden container; it is to repeat the 32 points of the compass.

BREAKER does not mean waves on the seashore, but a small water cask.

BULL is not an animal, but a small keg.

BUNT is not to kick a foot ball; it is the middle of a sail.

BY does not mean place or direction; it means that the bow of a vessel is submerged lower than the stern, although it also means one point toward, "as to sail west by north."

CAP is not something to be worn on the head, but it is a heavy bulk of wood with two holes holding together the head of one mast and the lower part of the mast next above.

CAT is not an animal; it is a tackle used to hoist the anchor.

CHAINS are not chains, but plates of iron bolted through a ship's side to which the rigging supporting the masts is fastened.

COAT is not a thing to be worn, but is a piece of canvas placed around the mast where it enters the deck to keep out water.

DOG is not an animal; it is a short iron bar with teeth at one end and a ring at the other.

DOG WATCHES are not periods of time consumed in watching dogs, but they are half watches of two hours each from four to six and six to eight p. m.

DRAUGHT is not a drink of water, but the depth of water in which a vessel is required to float.

DUCK is not a thing that swims and quacks, but a light canvas used for small sails.

EYE is not an organ of sight; it is a circular part of a shroud or stay that is looped over a mast.

FAKE is not something deceitful or pretended; it is one of the circles made in coiling a rope.

FATHOM does not mean to get to the bottom of something; it means six feet.

FAST does not refer to abstention from food or rapidity of action; it means the rope by which a vessel is secured.

FISH-HOOK is not used for catching fish, but it is a pennant with a hook used for fishing an anchor.

FLAT is not a series of apartments, but is a term to describe a "sheet" (or rope) when it is closely hauled down.

FLY is not a household pest; it is the part of a flag which extends from the union to the extreme end, or it is a small triangular flag flown at mast head.

FOX is not an animal, but it is something that is made by twisting together two or more rope yarns.

GRIPES do not come from eating green apples, but they are bars of iron used in connection with lashing boats to the deck.

(To be continued)

What Happened to Wheat?

JULIUS H. BARNES told the conference on foreign trade financing recently in Chicago, two noteworthy things. After telling how nations abroad bought wheat in this country through governmental agencies and how, in the latter part of the crop year, the largest foreign consumer of wheat bid the price to \$3.25 so as to arouse an expectation of \$3.00 wheat this year, he continued:

During the first four months of the crop year—



Furness House, New York City

Walter B. Chambers, Architect

THE wealth and culture of a nation are largely judged by the public and commercial buildings in its chief centres of population. The influence and prestige that any business exerts in a community is enhanced very materially by being housed in a suitable building.

The great commercial and financial institutions throughout the country have realized that Indiana Limestone is the ideal stone with which to build imposing structures that are in keeping with the dignity and financial status of the business that is to be carried on therein.

In fact Indiana Limestone has become the nation's building stone, not only through its wide use for public and commercial buildings and residences, but through its adoption by the United States Government for the building of the largest percentage of post offices and other Federal buildings, such as the United States Treasury Annex, the Department of the Interior, the Bureau of Printing and Engraving, Washington, D. C., and numerous others in every section of the country.

Many of the new Federal Reserve Banks are now being constructed of Indiana Limestone, because it has been proven that this stone fulfills the most exacting requirements for buildings that are to endure.

Booklets on Indiana Limestone
will be mailed on request.

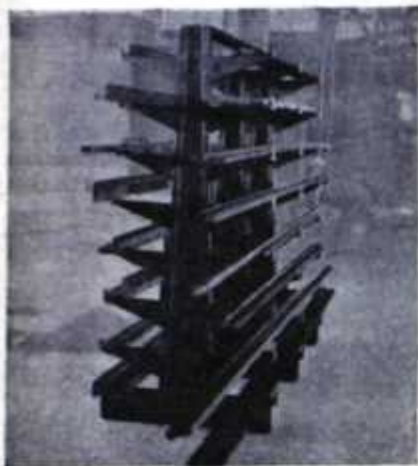


INDIANA LIMESTONE QUARRYMEN'S ASSOCIATION

Box 775 Bedford, Indiana

METROPOLITAN SERVICE BUREAU, 489 FIFTH AVENUE, NEW YORK CITY

DURAND STEEL RACKS



THERE are few industries in which we have not solved satisfactorily some difficult storage problem.

Bars are perhaps the most difficult things to store conveniently and at the same time compactly. The above cut shows a Durand Steel Rack for bars.

Durand Steel Racks are also made to store compactly such diverse articles as plowshares, automobile radiators, fenders, tires and wheels.

DURAND STEEL LOCKER CO

1511—Ft. Dearborn Bank Bldg. Chicago
511—Park Row Bldg. New York

July, August, September and October—71 per cent of the wheat which leaves the farm is marketed. Eighty-two per cent of the wheat leaves the farm; the rest is used for feeding and seeding. . . . The significance of that, gentlemen, is that on the 1st of November last year the average farm price in this country for the four months then ending was \$2.20 and a year ago it was \$2.12. That is, the farmer who pursued his normal marketing of wheat was exposed to a price decline on only 29 per cent of the wheat which leaves the farm, because the decline did not come until after the 1st of November; and I speak of wheat because special emphasis has been laid, in Congress and in the current discussion, on wheat as being the cause of great distress in the farming communities. I am unable to believe that is really true.

Mr. Barnes, who for three years administered the government agency which controlled our wheat market, had something to say about government in business. He was discussing the project for a hundred-million-dollar corporation to provide long-time credits in the encouragement of foreign trade. Mr. Barnes continued:

In this, lies the challenge and the contrast between the American method of solving a problem by American initiative, ingenuity and resourcefulness and that of looking to the national government, which has become too much a habit, I am afraid, with our people. . . . When we see in our own country a surplus of the products of the farms and industries pressing for a market at prices which represent distress and loss, and over-seas a great vacuum of human want and need, we realize that between these two needs there must be created some revolving agency to start a flow of the surplus to relieve the situation of total lack. I am afraid too many of us have looked to the national Congress to create that means.

I believe that the province of government is to establish freedom of opportunity for the individual, and fair play, but no more. . . . Out of the three years of service with that agency which established a control over certain of the food trades in this country has come a very clear conviction, based more intelligently, I hope, because of practical experience, that government has no place in private business, excepting to protect the individual against imposition.

Doing Business Without Money

MORE than nine-tenths of our business is done without the use of till-money. We effect our enormous exchanges of commodities and services principally with bank checks, and less than one dollar in every ten is a banknote or "hard" money. In America this method has been developed much farther than in any other country. But even that is not enough to satisfy a Rochester firm, which proposes to restrict all its transactions with 800,000 customers and a large working staff to what the college professors call "deposit" currency. Employees are to be paid by check or a deposit slip, and even such petty items as one-cent postage stamps are to be met by an order on the bank to pay.

Payroll robberies are directly responsible for this innovation, but there are sounder reasons back of it. For it leaves money in the banks, where it belongs, except in emergencies; it encourages thrift, it educates a wider circle to the advantages of the checking system and it demonstrates afresh that efficient modern business can worry along without such artificial counters as sundried brick or wampum or shovel blades or silver dollars or Federal Reserve banknotes. It lengthens the forward stride.

AN INDEX to the twelve numbers of THE NATION'S BUSINESS for 1920 has been compiled and will be sent free upon request to any of our readers who may be interested in completing their files.

Do You Know Us?



Our factory is the largest plant in the world devoted to making goggles exclusively.

We offer correct types of safety goggles for every need; and we co-operate with the safety departments of plants, railroads, shipyards, mines, and other industrial organizations.

We furnish railroad systems and industrial plants with contract service, and we are pleased also to sell one goggle to a workman.



Here is one type of Willson Safety Goggle, Style S11, for chipping, rivet work, and other heavy operations. Approved by the Underwriters' Laboratories. Equipped with the Willson Safety Flange, which practically eliminates any chance of eye-injury if a lens should break. This goggle is easy to adjust—it fits anybody; which means that you can discard the old practice of keeping a stock of various sizes. Price, \$110.00 per hundred. Demonstration goggle sent to any plant upon request.



Are you sure
you have a Willson Catalog?

WILLSON GOGGLES, Inc.

Factory and Main Offices, Reading, Pa.

Branch Offices in New York,
Pittsburgh, Chicago, San Francisco,
Toronto, Sydney and Buenos Aires.



Strength—Service— Satisfaction—

STEFCO Buildings are priced within reason, built to strict specifications, and every cost determined in advance. The STEFCO erection chart identifies every section in place, by number, so that your own force can do the erecting. From our half million dollar finished stock, your building will be delivered before or by the time your foundations are ready and then it is only a question of hours or a few days until it is ready for use.

STEFCO Ready-Built Steel Buildings, relatively speaking, are as strong as the Brooklyn Bridge and this is one of the reasons why they are so largely used for industrial purposes and so extensively specified throughout the storm areas of the United States, where they have withstood every test.

The corrugated sheet steel side walls, riveted every 8 inches to the structural steel framework, is only another feature of the sturdy construction and honest engineering put into STEFCO buildings.

STEFCO side wall design is in keeping with STEFCO trusses which, in addition to the roof loads, carry overhead loads such as line shafting, distributing trolleys, etc., up to three tons without additional bracing.

Our engineering experience and service are at your command without cost or obligation. Write today and save time by giving width, length and height of side walls of building and its contemplated purpose.

Steel Fabricating Corporation

New York, N. Y., 129 Broadway	St. Louis, Mo., 2151 R. Exchange Bldg.
Cleveland, Ohio, 707 Union Bldg.	Memphis, Tenn., 311 Baltimore Bldg.
Philadelphia, Pa., 407 Finance Bldg.	Birmingham, Ala., 728 Bryn-a-Mare Bldg.
Norfolk, Va., 424 Seaboard Bank Bldg.	Houston, Tex., 2801 Stanford St.
Pittsburgh, Pa., 402 Fulton Bldg.	New Orleans, La., Mahone Bldg.
Chicago, 1309 McCormick Bldg.	

Factories:

Harvey, Ill., Michigan City, Ind.

STEFCO

"ready built"

SECTIONAL STEEL BUILDINGS

"ask your engineer"

Completeness



*"Seen from Above, as if
by a Flying Bird"*

SUMMER resorts, cities, industrial plants or general expanse of country holding scenic beauty for the traveler may be pictured in fidelity from solely a desire.

Talents inborn are these—taking our staff from New England to Arizona and Florida to the Great Lakes.

Then to make them useful! Our equipment in men here plays its part—with suggestions mature for practical reproduction and distribution.

WE listened attentively not long ago, in submitting a finished drawing for final approval, to a sincere discussion between executives as to "where the camera man stood to get that picture." Do you appreciate the compliment? We did!



"The Mark of Quality"



**THE MATTHEWS-NORTHRUP
WORKS**

Planners • Designers • Engravers • Printers • Binders
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Through the Editor's Spectacles

OUR leading article last month, "Face Your Men With the Facts," by George E. Roberts, provoked much comment. Many experiences have been brought to light as testimonials to the soundness of his theory. Perhaps the most dramatic is that told us by a Boston man.

"Some time ago," said he, "the cigar-manufacturers of a New England city were forced to the wall by a prolonged strike. In their extremity, after an all night session, it was decided to bring in strike-breakers at once if the men would not return to work. A committee was to present the ultimatum that morning to the strike leaders.

"The chairman of the committee dropped into a near-by restaurant for breakfast. A stranger sat down opposite him and remarked that he hoped the cigar manufacturers would get licked good and plenty.

"Why?" he was asked.

"Because they are robbers," was the reply. "They pay the workers less than a cent for rolling cigars, and sell them for ten. They make an ungodly profit!"

"The chairman went into the conference thinking hard. When the meeting started, he surprised his colleagues by calling in his production man.

"Jim," he said, 'how many cigars did we make last year?'

"Jim told him. He then called for the treasurer and his books.

"What did we pay for tobacco last year?" He got this figure.

"Set it down, gentlemen, let's do a little arithmetic."

"And they did—for three hours. They got the costs of insurance on that tobacco, warehousing, trucking, handling, shrinkage, testing and grading. Then they got into payroll. Then rent, light, heat, power. Then other factory expenses, boxes, helpers, watchmen, clerks. Then interest on borrowed money, and taxes. Then selling expenses, advertising, jobbers, retailers, salesmen, shipping, losses. And there were several other items I've forgot.

"But they had figures over several sheets, at that, and when the final big subtraction was made the remainder was so small that even the chairman, who was owner of the business, knitted his brow and looked again. The profit on a cigar was in the fraction of a mill—not cent, mill!

"The leader of the strikers asked for adjournment until after lunch. When they returned he said, simply, 'We never knew there was so much to this business. We're going back to the boys tonight and tell 'em we're for getting back on the job.'

"And they did.

"What gave the big hunch?" the chairman was asked by a colleague.

"Well," said he, and here is the other moral of this double-barrelled story, 'a fellow this morning accused me of making 9 cents on every cigar. I knew he was a liar but I didn't have the figures. So I got them together on a cigar for the first time in my life today. It was interesting.'

"Maybe that's why you were so patient in answering the fool questions of the men."

Will Your Business Withstand This Year's New Laws?

Some fifteen thousand laws were written into the statute books by the state legislatures of the United States during 1919. An even greater number is expected for 1921. Will your business interests withstand them? How much ill advised or hasty legislation can you bear and still prosecute as profitable an enterprise? The larger your business, or the more widespread the interests you represent, the greater the need to watch your legislators in the various states and to see that the facts on your side are fully presented before final action.

Hundreds of laws repealed and modified every year would not have been enacted as they were had the parties who were legislated upon had sufficient foreknowledge of the proposed legislation, to bring to light facts not always readily accessible to lawmakers.

You would not be absent from the trial of a case involving a new principle of law vitally affecting your interests, in the Supreme Court of any state. How much less can you afford to be absent in the deliberations of a legislature in the creation of a statute governing your business?

Forty-Five Thousand Bills

But how to watch the course of proposed legislation? During 1919, when the same forty-three legislatures were in session that will convene in 1921, it would have meant, to a corporation or association with nationwide interests, the examination of forty-five thousand separate bills and watching them from day to day until finally disposed of. Clearly, the expense of such an undertaking to a single corporation or association would dangerously approach or exceed the benefits to be derived.

A Legislative Clearing House

The Law Reporting Company gathers complete legislative information from all states on all subjects, carefully examines these bills and selects and distributes to each client only that which interests him.

We have published a booklet "Facts About State Legislatures You Need To Know." Many of America's prominent business men have found it of interest and value. We will take pleasure in mailing you a copy.

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Spokane is far from the great merchandising centers of the East and West. Distance, however, is no barrier to selling goods or good selling.

The Palace Department Store, of Spokane, made its first sale just thirty years ago. Today, this establishment covers 100,000 sq. ft. of floor space and is the headquarters for thousands of shoppers.

In 1917 the *Sperry* Service was introduced after its president, Mr. George A. Phillips, President of the Washington State Retailers' Association, had had personal interviews with merchants using the system in many other States.

By the Palace, *Sperry* Green Stamps have been subjected to a most complete and exacting test, and their business building power has been satisfactorily demonstrated.

For the merchant of the North, South, East or West seeking an efficient plan for paying cash customers a sound discount, the *Sperry* Service is O. K.

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"And that," my friend who told me the incident said, "might contain a third moral, if anybody wanted to press the point that far."

COMING down on the train from New York, Mr. Ernest Trigg, of Philadelphia, discussed the principle involved in the Roberts article. "It'll work every time," he said. And he told me a story of a man named Cartwright who is doing a remarkable piece of just such "tell the facts" work in Philadelphia. Talking to a group of shoe factory workers, Mr. Cartwright asked if there were any questions.

"Yes, there are," said one of the men. "What I'd like to know is this. I get \$1.00 for making a pair of shoes; I go out across the street to the store and they charge me \$6.00 for that same pair of shoes. Labor gets \$1.00, who gets the \$5.00?"

And the other men nodded and edged forward.

"That does look like a bum deal for labor," said Mr. Cartwright, "and for many years I cussed out the employer until I got to thinking. When I got to thinking of a little calf born out in Mexico, and the labor that was necessary to take care of it until it was a fat two-year-old, the labor involved in raising its feed, in addition to its care; then the labor that went into the job of carrying it 1,500 miles to Chicago, the train-men, the miners who dug the coal for the locomotives—not one, but fifteen—the labor over here across the river that went into those locomotives. Then the labor of slaughtering, of curing, tanning, and again transporting after one of your expert laborers from this factory went out to choose this particular hide.

"Then your labor for which you were paid a dollar. But that is not all. The labor of packing, of shipping, of selling, with its overhead which analyzed is, again, labor."

This is only sketchily and poorly told, but it illustrates the method Mr. Cartwright used that caused those men to rise up and thank him and to approve their leader who added that they were going back to bench and last with a different feeling toward it all.

THUS the facts will set us free. A United States Senator charges indignantly that a farmer in Kansas gets 9 cents for his pork and the Senator pays 40 cents for it; that the farmer gets \$68.50 for his load of wheat and the public pays \$391.33 for the wheat in loaves of bread; that the southern planter gets from 6 to 15 cents a pound for his cotton and the woman who buys it as gingham or organdy pays \$6.78 and \$28.00 for it. In the next number of THE NATION'S BUSINESS we plan three short stories which will trail the missing figures to their lair.

Maybe, who knows, the facts will be impressive.

E. W. HOWE, who writes in this number of the Submissive Business Man, is the author of "The Story of a Country Town" which William Dean Howells said was the great American novel. No one has better right to point out the frailties of writers than Mr. Howe, who, as editor of the *Atchison Globe*, has been a "writing man" all his life. Speaking of his contribution this month, Mr. Howe says "I regard the result of the recent election as a great human event, in that the American people, with tremendous unanimity, voted as you have been writing, as all men of sense have been writing. It is not a partisan victory, but a victory for sanity, good Americanism, common sense."

THIS brings to mind the gentle sarcasm of a visitor the other day, who stood before our east window overlooking the Capitol.



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The Chief Cause of Piles

LEADING medical authorities agree that the chief cause of hemorrhoids or piles is "straining". Straining is the direct result of constipation, that is, failure of the system to eliminate easily, regularly and thoroughly.

It follows, then, that to prevent piles or to bring about their removal by non-surgical means, constipation must be overcome.

The Nujol treatment of hemorrhoids or piles is in a large part the treatment of constipation—that is, to bring about easy, soft, regular elimination, in such a way as to make it unnecessary to "strain"; and also to avoid the injury to the tissue by dried out, hardened waste matter.

Nujol not only soothes the suffering of piles, but relieves the irritation, brings comfort, and helps to remove them.



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If you are so unfortunate as to be afflicted with piles, send today for booklet, "Constipation as a Cause of Piles", to Nujol Laboratories, Room 710 I 44 Beaver Street, New York City. (In Canada, address Nujol, 22 St. Francois Xavier Street, Montreal.)

Name

Address

He spoke of the rallying cries in the last campaign of less government interference with business. More business in government, less government in business. Paternalism was to disappear. Business was to be let alone for awhile and the election seemed to him, at least, to show that their wishes were to be carried out.

"Congress has been quick to respond," said he, smiling. "It has devoted its time to regulating the coal business with threats of taking over the mines; to creating a Federal Live Stock Commission to regulate the packing industry; to reviving the War Finance Corporation to encourage agricultural exports; to putting a temporary tariff on farm products to increase the prices of cereals, meats and textiles."

AN EDITOR of a farm implement journal takes us to task for certain statements in "Banking Fancies—and the Facts." He says:

His statements in regard to the failure of many of the banks to finance farmers are absolutely correct, and one of his reasons we also know to be sound. I refer to his statement that many of the banks have invested in the bonds of foreign countries. I happen to know a dealer who is a director in a bank in a certain town in Minnesota, who told me that this bank some months ago, finding that it had about \$30,000 above the reserve, voted to invest it in bonds of several foreign countries on account of the high rate of interest. He protested, pointing out that it would only be a short time until most of the money would be needed by farmers of the vicinity, but the other directors out-voted him, and in that very community when the farmers did need money the bank's reply to requests for loans was that it was loaned to its limit. I, personally, know several other cases similar to this. The fact of the matter is that many of the country banks fell down completely on financing local industries, trade and agriculture, during the past year.

We passed this along to Mr. George E. Roberts, the author of the article in question, who comments as follows:

"I would not undertake to maintain that every one of the 30,000 banks in this country is managed in the best possible manner even from the standpoint of its own interests. Bankers are fallible.

"All that I asserted in my reply to Dr. Howe was that no such situation existed as his articles represented and that it was not in the interest of the local bankers themselves that they should sacrifice local business for the sake of carrying deposits or making loans in Eastern cities or foreign countries. The Comptroller's report is unimpeachable evidence as to the amount of foreign bonds owned by the national banks in various sections of the country. My quotation showed that of the \$1,549,986,247.60 of loans held by national banks in reserve cities and other cities of 50,000 inhabitants and over in the States of Ohio, Indiana, Illinois, Michigan, Wisconsin, Minnesota, Iowa and Missouri \$5,814,499.17 were loans in Alaska, Insular Possessions and foreign countries.

"Even an investment in foreign loans at this time does not necessarily mean that the interests of the farming community are sacrificed. The great need of the farming community at this time is for the creation of credits in this country which will enable European countries to buy the food-stuffs and raw materials which they need."

On a subject closely akin to this, Mr. Francis G. Tracy, of Carlsbad, N. M., writes:

Under the title "Credit and Farm Prices," your December issue contains an analysis of the farm credit situation based on figures furnished by the Department of Agriculture, which have no relation to the actual conditions. Will you give space for a few vital facts?

In the first place, your prices are not farm prices. In the second place, as the article in question suggests, market quotations for today are worthless tomorrow in the face of steady depreciation.

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The scrubwoman wearily wields her brush with steadily weakening force. When she has finished, the floor is called CLEAN.

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There are *no degrees* of cleanliness. If it isn't one hundred per cent, it isn't CLEAN.

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NOTE—This announcement answers two questions that big employers repeatedly ask; viz: (1) What makes LaSalle men so practical? (2) Why don't more men train with LaSalle for the high pay positions in business?

The LaSalle Problem Method

—and how it successfully condenses a lifetime of experience into a few months of study

A question has blocked action on the part of many thoughtful men who were and are sincere in their desire to qualify in high salary fields. They have asked themselves whether training gained at home by correspondence might not prove to be mere "book-learning"—impractical—unmarketable.

We have no fault to find with this question—it is a natural one. The burden of our criticism rests on the man who permits the question to be its own answer, and to block and stop him in his upward climb without seeking further enlightenment.

For, when nearly a quarter of million men have trained with LaSalle and found bigger, better things through this training there must be sound reasons for their success.

There are reasons. They lie in the LaSalle Problem Method of imparting—not "book-learning"—but real, practical, usable business experience.

A knowledge of principles is one thing. The ability to apply and use principles—actually do the work at hand, is another—and the gap between the two is bridged by one factor and one only—experience.

That's why business men place such a premium on experience—it safeguards them against costly experiments.

Suppose you decided to take up as your life work—accountancy, say.

Now stretch your imagination a trifle.

Suppose that through the offices of an influential friend, arrangements were made for you to step in and immediately occupy the position you intended training to fill—right in the organization of a big corporation—with a complete department under your orders.

Say that by your side were placed, as your instructors and guides, several high grade accountants—men of national reputation—their sole duty being to train and equip you.

With these men instructing you in proper principles—then, you yourself exercising your own judgment in handling transactions and solving problems as they arose in your daily work—do you get the idea? You would be acquiring experience right along with the bed-rock fundamentals of the profession.

Sitting in the chair of authority—dealing with actual business—learning by applying what you learned—with experts correcting your errors, commending good work, guiding you aright through the ramifications, routine and emergency situation, of the entire accounting field and making you make good every step of the way—mind—not in a classroom, but right in a business office where you would be actually doing the work you were training for—

wouldn't you, at the end of a year or so in this situation be much farther ahead than men who had spent years seeking the same knowledge in the old, hard, "find-out-for-yourself" way?

You can answer these questions—your good sense tells you that the situation described would make you a practical man—sure, certain and confident—able and capable of holding down any situation the accounting field offered.

And that is why the LaSalle Problem Method makes practical men. Simply because the procedure outlined above is followed—exactly.

True, you do your work at home. True, the experts who help you are located here in Chicago.

Nevertheless, under the LaSalle Problem Method you are actually occupying the position you are training to fill, whether it be in the accountancy field, or traffic, or business management, or law, or correspondence—irrespective of what you are studying, you are acquiring principles and applying them in actual business under the watchful eyes and helpful guidance of men big in your chosen field.

And when you have completed your LaSalle work, you can truthfully say that you are not only a thoroly trained man, but an experienced man—you know the bed-rock principles and you have used them all—they are familiar tools in your hands.

A LaSalle man can walk in anywhere with confidence. He does not feel the uncertainty and fear that arise when one faces the new and unknown. Under the Problem Method he has explored his chosen field on his own feet—the questions, the problems, the difficulties—he has met, faced and conquered them all.

His experience makes him know that altho he may be assuming a new position at higher pay, the duties of that position are an old, familiar story.

Experience is cash capital in business.

There are only two ways to get it.

One is the old, slow, uncertain way. The man who chooses to learn a branch of business by picking it up bit by bit as he goes along, finds the years slip by faster than he thought and sometimes his progress not as sure as he had anticipated. For, all the "bits of knowledge" he sought may not have come his way.

The other road is short, sure and certain. It lies thru the Problem Method, exclusive with LaSalle Extension University. This way condenses into the months experience which it takes most men a lifetime to gain.

There is food for serious thought in the literature that comes when you send the coupon at the bottom of this page.

J. J. Hopkins
President LaSalle Extension University,
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Name

Present Position

Address

Wheat has since touched \$1.50, corn on the farm 50 cents, cotton at the gin 8 cents.

The 1919 crop of wool is in warehouse practically intact with 20 cents advance from local banks. There has not been a steer buyer or lamb buyer in the southwest this fall, and we depend upon the annual sale of calves, yearlings and lambs to meet operating expenses. Day before yesterday I was offered 3 cents per pound for a green cow hide. Cows shipped to Kansas City have netted \$15.00. Four and five year old steers brought \$40.00.

The local banks are carrying these livestock interests, and liquidation upon this basis would bankrupt the community. They have financed the production of the cotton crop, but can carry this no longer.

We grow a staple cotton. A week ago last Monday twenty-eight bales handled for growers through my office sold in New Orleans for 28 cents per pound. We tried to get sixteen bales more in that sale—nothing doing. This was top sale for the week, 1,200 points premium. You will find it in the government weekly market report and it shows the class of our crop. Last Monday sixteen bales sold for 24 cents. These are the total sales on the market from 14,000 acres of cotton in two weeks! One of the large Oklahoma cotton buyers writes me that the greatest portion of his purchases are at four cents per pound. It costs six cents to pick cotton this year.

Now where is the trouble? Who can tell all? There are many factors; but surely finance is not the least. When the farmers ask for relief they are accused of seeking "class legislation," or are slapped in the face by the brutally uncomprehending statement that the Treasury could not be a party to an undertaking on the part of any sort of producers to hold their commodities artificially for speculative purposes.

As a matter of fact, is not our entire financial system in its effect "class legislation?" Not in favor of any one class; but grossly discriminative against the agricultural producing classes and in favor of all others? It is based entirely upon rapid turnover and short-time loans. The merchant and retailer who does not turn his stock three or four times a year, the banker who does not compound his interest every three to six months, will not last long in business. The farmer produces once in a year, meat, wool, cotton, wheat, corn, hay, and this product is marketed during twelve months, ensuring its production. No financial system is fully available for him.

MUCH pro and con was provoked by "Flying the Flag on a Deficit" which led off the December number.

According to the *Boston Herald*, Senator Jones, of Washington, used it as a text in an address in that city, declaring that the attitude as shown by the article was un-American and urging the Boston Chamber of Commerce to censure *THE NATION'S BUSINESS* and demand that further publication of such articles be stopped.

Robert Dollar, of San Francisco, writes:

"I was much interested in 'Flying the Flag on a Deficit.' It is the first article I have seen that goes right to the heart of the situation. The Government cannot operate ships in competition with the ship-owners of the world. They are trying to get ship-owners to be foolish enough to buy ships at war prices. They can get new and irresponsible companies to buy but none who know the business.

It is needless to say that the Shipping Board will not take the advice of ship-owners who know their business. The Board, at present, is composed of one navy man, one shipping man and the balance are editors and lawyers. What would be thought of a ship-owner who would put himself up to manage the Navy, or a ship-owner who would hang out his shingle as a lawyer? In England the biggest and best ship-owners of the United Kingdom are in charge of the Government ships.

It looks to me as if the only way out is for the Board to sell their ships at prices for similar ships in foreign countries; that is \$50 per deadweight ton for ships they are asking \$185 for. If they cannot sell them all, then charter them out on bare boat charters—three to four months' charter hire to be paid in advance, world trading privilege.

UNITED STATES SHIPPING BOARD OFFERS FOR SALE Steel and Wood Ships And Wood Hulls

Bids will be received on a private competitive basis in accordance with the Merchant Marine Act at the office of the United States Shipping Board, 1319 F Street N.W., Washington, D. C.

The ships offered for sale include steel vessels and wooden steamers.

The steel steamers are both oil and coal burners. The Board has established a minimum price on these vessels.

TERMS ON STEEL STEAMERS

10 per cent of the purchase price in cash upon delivery of the vessel; 5 per cent in 6 months thereafter; 5 per cent in 12 months thereafter; 5 per cent in 18 months thereafter; 5 per cent in 24 months thereafter; balance of 70 per cent in equal semi-annual installments over a period of ten years; deferred payments to carry interest at the rate of 5 per cent per annum.

The two hundred and eighty-five wooden steamers for sale are of ten different types, as follows: Nine Daugherty; seventeen Ballin; ten Peninsula; six Pacific American Fisheries; one Allen; one Lake and Ocean Navigation Company; thirteen McClelland; one hundred and eighty-six Ferris; thirty-one Hough; eleven Grays Harbor. Also have a number of wooden hulls of various types.

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10 per cent cash on delivery. Balance in equal semi-annual installments over a period of three years.

Bids may be submitted for one or more vessels or for any combination of above vessels, and must be accompanied by certified check made payable to the United States Shipping Board for 2½ per cent of amount of the bid.

Further information may be obtained by request sent to the Ship Sales Division, 1319 F Street N.W., Washington, D. C.

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Bids should be addressed to the UNITED STATES SHIPPING BOARD, WASHINGTON, D. C., and indorsed "BID FOR STEAMSHIP (Name of Ship)."

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Then instead of having a deficit, as you stated, there would be something coming in."

FROM several quarters we have heard from the article, Mexico Oil "Rights," which set forth the fact surprising to some, at least, that not one of our oil "concessions" in Mexico was obtained by the so-called back-stairs methods. Chester T. Crowell, of New York City, is inspired to write that the public ought to know the difference between concession and "concession." It is the general notion that the international concessionaire, through back-stairs work in backward countries, get rich privileges for next to nothing. To some extent that is true even in Mexico, but Mr. Crowell explains that the word concession came to have a new meaning when a stable government was set up there and business came under proper regulation. A charter or permit to do business was still called a concession, and this was what Americans obtained in those days.

"The grants which were an expression of government favor invariably went to Mexicans," Mr. Crowell explains. "You will readily understand that an American corporation would not want one. It implied a future dependence upon governmental favor that would certainly not make the stocks or bonds very desirable investments."

The principal American-owned oil properties, for instance, were bought from private owners in fee simple. President Carranza decided in 1917 that the oil belonged to the nation and that these owners must pay a royalty for the permission of production. Formal notes from the governments of Great Britain, France, Holland and the United States protested against this confiscation. President de la Huerta gave some of these lands to Mexicans on the ground that the Americans and other nationals had forfeited them. These Mexicans, as Mr. Crowell makes clear, are concessionaires in the old discredited sense; the Americans who obtain a business charter in a legitimate way are concessionaires in the modern American sense.

AND HERE, at the end of the last column, is a fitting place for one of the many Christmas greetings THE NATION'S BUSINESS received from its friends. It is from Julian Arnold, Commercial Attache at Peking, China, and reads:

The people of China, the oldest and most populous nation, send affectionate Christmas and New Year greetings to their American friends across the Pacific.

The twentieth century will be Asia's, as was the nineteenth century America's and the world's arena of commerce will be shifted to the Pacific.

The future of America is on the Pacific, bordering upon which are nations possessing, in the aggregate, three-quarters of the population of the entire world.

The Chinese Republic, now at the dawn of modern industrialism, offers to the people of the United States their greatest potentialities in commerce and trade.

Fortunately we possess the good will of the Chinese to a greater degree than do any others; let us preserve and further this most precious asset.

The United States possesses a greater Pacific coastline than does any other nation; one can behold the shores of Asia from the coast of the U. S. in Alaska.

The Panama Canal has put the Gulf and Atlantic ports on the Pacific. A bridge of American ships is now needed to extend our railways to Asia.

The St. Louis-Peking Express, following the great circle route, would cross Bering Strait (through a tunnel), doing the 7,000 miles in six days.

The slogan "Three Days by Air, Three Hours by Wireless, San Francisco to Shanghai" will convert the Pacific into a pond.

M.T.



Audit Your Cost Methods?

Your annual statement resulting from financial audit may disclose a disconcerting inventory adjustment. How much of it has been due to pricing at "cost or market" and how much has been due to inaccurate cost methods?

You must rely on your cost figures now more than ever before. Are they dependable? Do they tell you the whole truth from month to month?

As experienced industrial consultants, we can analyze your inventory and financial statements to determine the extent of the errors in your costs, then turn to your cost methods and devise the necessary remedies. Incidentally, we can tell you whether your inventory itself has been set up to the best advantage.

You will secure
constructive counsel in
connection
with this service.

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Consultants in
Problems of Management
Business Organization
Industrial Relations
Production Control
Cost Accounting
Office System

But Fire is working faster than our builders can

THE house that burns down today is more than a loss to its community, it is a drag. It diverts unnecessarily the labor, materials and financing so badly needed to catch up with a building program now so lamentably behind. It puts increased demand on restricted supply. It keeps prices up and progress down.

Yet still they burn—and still we need a million homes.

It's shameful when we analyze the figures and see that more than half of America's million dollar a day steady fire loss is not only preventable, but easily preventable.

What makes the national figures so big? It is communicated fire that, leaping from roof to roof, wipes out

an entire community in a few hours—and *that* is absolutely preventable—for your roof, now a fire hazard, becomes a fire barrier the moment you make it all-mineral — Johns-Manville Asbestos.

And what is more, it gives you an *economical* roof.

You naturally associate Johns-Manville asbestos with fire resistance, but bear in mind that the same qualities that give it rock resistance to fire also provide it with rock resistance to decay—a double saving by simply putting on a Johns-Manville roof instead of the inflammable kind.

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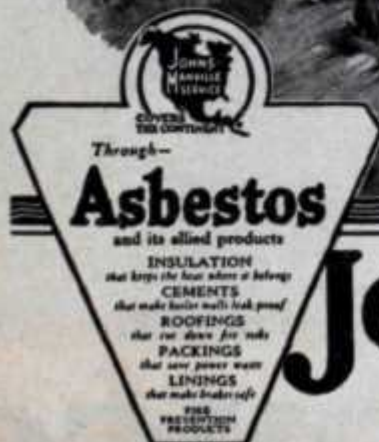
NOT only is Johns-Manville Asbestos the all-mineral roof—but also the all-purpose roofing.



- in built-up form for flat roofs.
- in ready roll form for sloping roofs.
- in corrugated form for roofing and siding.
- in shingle form for dwellings.



- all approved by the Underwriters' Laboratories, Inc.
- and all sanctioned by the hundred or more cities and towns that have ordinances against inflammable roofs.



JOHNS-MANVILLE

Serves in Conservation

Every Evening at 5.30



IF PEOPLE are to get more service from Public Utilities, they must first make it possible for the Utility to provide such service. It is impossible to furnish 1921 service at 1914 rates.

Only by showing a satisfactory balance on *present operations* can they finance the replacements and extensions so badly needed.

To deny them relief is to withhold it from ourselves.

WESTINGHOUSE
ELECTRIC & MANUFACTURING
COMPANY



Westinghouse

RAILWAY MOTORS AND CONTROL APPARATUS

Aladdin



Housing Your Men Well and Quickly at Greatly Reduced Cost

The following quotation is an excerpt taken from a letter recently sent to the Aladdin Company by Mr. G. E. Rowland, President of the Champion Collieries Company, of Cleveland, Ohio:

"I will say it is a pleasure to do business with such people as you, and you may rest assured that we certainly appreciate your service."

"A Man's Home Is His Castle"

How is it with your employees?

We manufacture industrial houses for many of the biggest and most progressive corporations in the country. The service we render merits the endorsement of these firms. They give it gladly. We will tell you who they are. The investment they have made on industrial homes plainly must compensate them. And it does. Good, comfortable houses stabilize a restless community—contentment is ushered in and grouches ushered out.

Progressive management has found that its interest in the workmen extends beyond the factory. It goes into the home. Good industrial housing is not a philanthropic movement, it is not welfare work; but it is a sound, safe, business proposition. It pays dividends when management has forgotten the price of the house. But the employee doesn't forget *his comfortable home*, because he goes there every night.

When you are ready to consider your housing problem bear these facts in mind:

Aladdin—

- expedites your building project—
- houses your men well and quickly—
- saves 18% of the cost of lumber—
- saves 30% of the labor cost—
- reduces the skilled labor required—
- guarantees complete shipment of material—
- guarantees the quality—
- carries material for 1,000 houses in stock—
- ships from the nearest timber region—

—quotes definite prices on any order from one house up to a city of 3,000, including churches, schools, offices, water and sewage systems, electric plants, street and house lights, heating plants, street parks, trees, lawns, etc., complete.

Write, wire or phone for Aladdin catalog No. 706

The Aladdin Co.

Offices and
Mills at

Bay City, Mich.
Wilmington, N. C.
Hattiesburg, Miss.
Portland, Ore.
Toronto, Ont.



Industrial Housing

The Autocar Method of Road Building



1 Autocars at loading bins. The bin hanging under the end of the chute serves as the necessary to assure correct proportions for each load. The rear chute loads sand and the front one loads stone. One load from each is put into each compartment of the Autocar dump body.



3 Arriving at the mixer, the cement is taken off and poured into the load as each section is dumped. After dumping the first half, the Autocar pulls forward while the load is elevated into the mixer, then backs up and dumps the second half of the load.



2 After leaving the loading bin the Autocar runs to a nearby freight siding where three bags of cement are tossed into each compartment direct from the freight car which brought in the cement.



4 Mixer is in position to receive second half of load and the Autocar ready to back up and dump it. The driver pulls a chain to release the dividing board, but does not leave the seat during the entire operation.

Autocars Building the Pennsylvania State Highway

HOWARD B. GREEN, of Swarthmore, Pa., has been an Autocar user for five years and is now operating a fleet of fifteen. He is a building supply dealer and contract hauler.

These pictures illustrate the manner in which he is doing the hauling for Warren Brothers, of Boston, who have the contract to build Route 225 of the Pennsylvania State highway—a cement job. This is part of the new permanent highway connecting Chester and Norristown.

The size of the mixer limits the Autocar loads to a three-bag mix, and working on that unit basis, about three hundred and twenty feet of road is put down every day.

The haul from Mr. Green's yards to the mixer is only a half mile, and five Autocars are sufficient to keep the mixer going to capacity. His Autocars are equipped with the standard extra low Autocar rotary dump body with the special removable division board, released from the driver's seat.

Write for our Highway Booklet

THE AUTOCAR COMPANY, Ardmore, Pa., Established 1897

The Autocar Sales and Service Company

New York	Boston	Philadelphia	Pittsburgh	Chicago	San Francisco
Brooklyn	Providence	Camden	Baltimore	St. Louis	Sacramento
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Newark	New Haven	Wilmington	Richmond	Los Angeles	Stockton
Schenectady	Springfield	Atlantic City	Atlanta	San Diego	Fresno
Syracuse	Hartford				San Jose

Represented by these Factory Branches, with Dealers in other cities

Autocar

Wherever there's a road